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Business Personality and Its Development

IN TWO VOLUMES

Personality and Business Ability Analysis

AND

Personality and Business Ability
Development

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BUSINESS PERSONALITY AND ITS DEVELOPMENT

PERSONALITY AND BUSINESS ABILITY ANALYSIS

BY

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PREFACE

THE individual being the "vehicle" through which knowledge becomes effective, human qualities and abilities are the determining factors in success or failure. Studies made a few years ago under the auspices of the Carnegie Foundation brought out the fact, later confirmed by studies at Carnegie Institute of Technology, that success, even in such technical lines as engineering, was due approximately 15% to the technical knowledge of the particular field and about 85% to those human qualities necessary to successful performance—primarily those qualities which have to do with successfully dealing with people. Schools and colleges were training in only about 15% of the essentials of the job—that is, in knowledge and facts—leaving practically untouched any training in the larger part of the requisites of success. The point of view was that, having the facts—the technique—the student would make good *if he had it in him*; it was up to him!

The facts brought out by these and similar investigations made apparent such a glaring gap between training and performance on the job that colleges and universities began to put into the curriculum courses which would train in this 85%—courses designed to give the student a broader perspective and understanding of how to deal with people—courses which would help develop his personal qualities and his ability to make use of his knowledge. The school of Commerce, New York University, recognizing its responsibility, has provided for a number of years among other courses specific training in business psychology, which has for its purpose the training of the student in how to get along and deal more effectively with people; and a course in personal development or personal management (as far as is known, the first of its kind in any college or university), which has for its purpose vocational guidance and the development of what might be thought of as personality. Personal development and vocational guidance are thus made a definite part of the student's course of study. Instead of armchair advice, which usually falls on deaf ears, the student analyzes and studies, under supervision, his own abilities in relation to types of occupations and professions and is helped to decide more intelligently what to undertake for his life work and how to plan and develop himself so as to assure himself the greatest possible chance of success in the field he chooses.

Such courses are an indication of a trend which is bound to develop much more importance in the future.

Business, too, has come to realize that the greatest part of its problem, whether from the standpoint of the individual or from the standpoint of the employer, is to develop the individual in the effective use of knowledge. Every business man knows that it is comparatively easy to get men who can learn facts, methods, and the technical aspects of a particular job, but that the difficult thing is to develop in them, even though they possess latent ability, the personal qualities necessary to make successful use of the facts and methods. In the past, business, like education, usually evaded this part of its responsibility. The employer told the new man, "Here are the facts and methods; now it is up to you to make good." The reason for this attitude, although the employer hardly admitted it to himself, was that he really did not know how to help the man "make good." Business, however, has come to realize that personal development is a matter of mutual interest; and the employer is looking for methods which will help him, not only in selection, but also in development—the development of the qualities which go to make up this 85%.

Successful performance demands that selection and development go hand in hand—selection to determine the human material which has possibilities for development, and development to bring these possibilities to fruition.

My experience of the past 14 years—with colleges in training and guidance of students; with the army in selecting, training, and fitting men into army units; with industrial organizations in training and developing foremen and executives; with sales organizations in the selection, development, and supervision of sales forces; and in individual guidance—has convinced me that the factors in successful performance may be resolved advantageously into the problem of personality—its analysis and development—once personality has been defined.

We are all interested in personality; but we have been accustomed to hearing it discussed in terms of the inspirational and in terms of platitudes, without having obtained very much help in what to do about it. The employer in picking out a new man, and particularly so if for an important position, after listing a few more or less technical qualifications, sums up what he wants in some such words as these: "Now what I want is a man with good personality." When asked what he means by "good personality," he is invariably vague and at a loss; *but he is certain that there are qualities which he wants in addition to knowledge or "brains."* There is a constantly growing need for a concrete and practical *how* to approach "personality."

Business Personality and Its Development is designed to give the point of view, definition, and method for analyzing and developing personality and business ability which I have found serviceable, through wide application for the last seven years, in problems of guidance, selection, placement, training and supervision, both in college work and in business.

In connection with the actual technique of analyzing and testing which form a part of this volume, where facilities permit, any additional means which will give information on any or all of the five factors in ability may be used. In my own experience I have found that additional information is not often needed. However, there will be instances and purposes where such tests as the usual mental alertness tests, given under strictly controlled conditions, or the Thurstone Engineering Tests, or trade tests, or a physical examination, will be particularly helpful in arriving at a more refined measure of a particular one or more of the five factors. In the use of additional means it will be distinctly advantageous to recognize all the five factors in ability: physique, mental alertness, skill, aptitudes, and temperament, in evaluating the results.

I gratefully acknowledge the valuable suggestions which I have received from many men in industries, sales organizations, and universities, the results of which are embodied in this volume.

N. L. HOOPINGARNER

New York City, January 3, 1927

BUSINESS PERSONALITY AND ITS DEVELOPMENT

PERSONALITY AND BUSINESS ABILITY ANALYSIS

GENERAL INTRODUCTION

THE PROBLEM OF PERSONALITY

FROM a practical point of view, the problem of business personality resolves itself into:

What is personality?

What has personality to do with business ability?

Can personality be analyzed in terms of business ability?

Can tangible and concrete steps be taken toward developing personality and business ability so as to increase personal effectiveness in business?

These and similar questions are of vital interest to every one—in business or in whatever field of activity—not only from the standpoint of one's own personal development, but also from the standpoint of developing and getting effective results from others. The treatment in *BUSINESS PERSONALITY AND ITS DEVELOPMENT* will concern itself with personality from the standpoint of its place in business effectiveness; though the same principles will apply equally in any field.

At the outset, what is needed, of course, is a tangible, concrete, and *workable basis* for dealing with personality in its business relationship. Personality must first of all be taken out of the realm of the intangible and metaphysical, the elusive and evasive, and boiled down to qualities which are present and known to exist in human beings, if we are to arrive at any practical, understandable method for utilizing and capitalizing it. We must of necessity concentrate on the tangible and the known. The commonly expressed attitude among business men and elsewhere, that *"success after all is primarily dependent upon that intangible something called personality; this or that man has it and is lucky, this or that one hasn't it and is unlucky,"* will arrive nowhere so far as understanding and developing and utilizing personality is concerned, either for purposes of the individual's own personal development or from the standpoint of his success or accomplishment as a part or unit in an organization.

The very stress put upon the value of "personality" (abused term though it has been) by leaders in every walk of life, and particularly in business, is evidence enough of the importance of the problem and the desirability of finding some means of solving it. / The development of what has been thought of as personality has caused more sales managers, business executives, and

those similarly responsible for the efforts of other people, to sit up late at night than has any other business problem—in fact, it might be said conservatively, than all other business problems.

Assuming a reasonable amount of intelligence in the individual, the giving of knowledge, facts, methods, even in the most technical lines, is comparatively easy. The difficult thing is to develop the personal qualities of the individual so that he can make effective use of that knowledge. This is becoming recognized as the big problem of colleges and universities as well as of business. If knowledge were the dominating factor, then the task of the sales manager, the executive, the educator would be easy. But to the science must be added the art and skill of doing. It is in this process of integration that the proper organization, direction, and control of personality becomes paramount.

Heretofore, the greatest hindrance to any logical and practical approach to the development of personality has been the common misconceptions, both scientific and popular, concerning it. As a matter of fact, the commonly expressed and fallacious attitude is as unnecessary as it is fruitless. For, if personality is to be considered as a factor in human effectiveness, then it must be based on human qualities, and must therefore be subject to possible analysis and improvement through the application of psychological laws and principles.

In order to clarify our thinking—get our feet on the ground—first of all let us consider what some of these common misunderstandings are.

1. Personality has been regarded as something *metaphysical and intangible*.

2. Personality has been *thought of only in terms of what were considered favorable qualities*—for example, good appearance, pleasing manner, and so forth. But we all know individuals who, having good appearance yet do not have good personality, and others who have not good appearance but yet have good personality, and so on. Furthermore, we know persons who make a good first impression but do not last, and others who, though they do not impress favorably at first, improve on acquaintance and show good personality.

3. It has been considered that *some people had personality and that others had not*—a fatalistic attitude. The fallacy here lies in limiting to the so-called agreeable traits, thus confusing “personality” with what is in reality a strong or effective personality. As a matter of fact, every one has personality, strong or weak, positive or negative, the strength or effectiveness being purely a matter of relative degree. If, then, every one has personality (***and this hypothesis is the only one which affords a practical approach to the development of personality in the individual and is at the same time in accord with***

scientific fact), we must take as the basis for our study qualities which are found in all individuals and must expect to find our variations of personality in the degree to which these qualities are present.

4. Probably the greatest misconception of all has been that *personality has been considered a sort of unit or entity—a trait in itself, so to speak—a means or a cause which, if possessed, would dominate the effectiveness of the individual.* Personality is not a trait. It is not a cause or a means in and of itself. Personality is a result—an effect—an inclusive term representing certain results, these results brought about by the composite operation of the various traits and qualities. In fact, it might be said that there is no such “thing” as personality, just as it might be said there is no such thing as performance in an automobile aside from the composite result of the workings and interworkings of the various parts. Yet performance in an automobile is very real—not a cause, but a result; an aim to be attained by the manufacturer and sought by the purchaser. To explain, to analyze, attain or improve this performance or result, it is necessary to understand the parts of the car and improve their workings. Some parts may be considered more important than others, but all the essentials have their function, and their importance varies according to the results desired. In a truck the emphasis would be somewhat different from what we should expect to find in a pleasure car. *So it is with personality.* As a thing in itself, nothing can be done about it; but analyzed into specific qualities or traits or abilities and thought of in terms of effective or ineffective results, good personality becomes a result to be sought for; and a means for attaining it becomes clarified.

The qualities or traits emphasized at any one time will vary with the results wanted. Of course, there are some common qualities or elements which every one needs, whatever his station or whatever his line of work. There are other qualities which apply mainly to specific types of work, and still others which, though they apply in specific types, carry over and are useful in any kind of work. And different individuals with varying degrees of qualities will represent different types of personality and thus be fitted for different types of work.

Hence, what we need to do is not to focus on personality itself, but to focus on those qualities or abilities which go to make up personality, keeping in mind the results we want. Personality will then take care of itself.

Personality may be defined as the sum-total result of all of one's qualities and characteristics as these act and interact to affect other people. Some factors, of course, play a greater part than others because they have a greater

effect in dealing with people. It is these more important factors which will be our chief concern.

Taking up the problem of the analysis and development of personality more specifically, we find that the greatest business art, the highest paid ability, is the ability to deal successfully with people. All other aspects of ability in the larger sense, technical or otherwise, are secondary to and dependent upon those qualities which make for favorable results from people. A strong personality would represent those qualities which would make for such a result. Thus, *the important factors of personality are in reality identical with the important factors of ability.* It is logical, therefore, to assume that if we analyze and develop those traits and qualities which go to make up business ability, we will also be analyzing and developing business personality. This point of view gives us a tangible and concrete basis for such an analysis and program of development.

Considering personality in terms of ability, what is ability?

Ability is the power, latent or expressed, to perform.

This performance may be at any task or in any field. Thus, we find *abilities*—not just ability. To the extent to which common elements in specific abilities carry over into various types of performance by the individual, it can be said that we have general ability. Inasmuch as we have different abilities, we can expect to find different personalities, or types of personality, general personality as such being a carry-over of those requisites which are common to various types of human performance.

Thinking in terms of performance, and especially business performance, let us break down ability into its elements or components. In other words, get at the factors which will form a sound working basis upon which to proceed. There are five major factors in human ability which stand out above everything else. These factors are:

Physique

Mental Alertness

Skill

Aptitudes

Temperament

These five are factors which are *present in every individual, variable in the individual, necessary in varying degrees to the performance of every type of work, measurable, and they can be improved.* Unless all of these factors are taken into consideration at any one time, the picture of the individual's ability is incomplete, and the basis for improvement is inadequate.

Individual differences or variations in respect to each of these five factors makes some means of determining or measuring them *imperative to the in-*

dividual in relation to his own personal problem and of prime importance to business from the standpoint of selection, training, and supervision.

Inasmuch as each of these factors is in itself a composite, we shall need to break them down still further into their respective elements. It will be necessary, however, only to go far enough to get a working basis. For the sake of simplicity and practicality, this will be done without attempting to retain the identity of each of the five factors. At the same time, these factors should be kept in mind and recognized as underlying the specific traits into which they are broken.

The twelve traits which will form the basis for treatment in *Business Personality and Its Development* are traits which have been selected as the result of years of research and practical application. These traits are:

- | | |
|-----------------------------|------------------------|
| 1. Impressiveness | 7. Decision |
| 2. Initiative | 8. Adaptability |
| 3. Thoroughness | 9. Leadership |
| 4. Observation | 10. Organizing Ability |
| 5. Concentration | 11. Expression |
| 6. Constructive Imagination | 12. Knowledge |

They have been selected because:

1. They are latent in every man—that is, every man has a certain amount of the qualities and capacities which form the basis of these traits.

2. They are variable. No two men possess them in exactly the same degree—in some, one trait or group of traits is high, while in others an entirely different group is predominant.

3. Each trait is common to and necessary, in varying degrees, in the performance of every type of work, the same traits applying equally well to the executive, the salesman, and so forth—the emphasis depending upon the requirements of the work.

4. While not necessarily “unit” traits, they are tangible enough to be defined and measured with a fair degree of accuracy.

5. Once defined and measured, *they can be developed*. No individual, without having made conscious effort to develop them, possesses all of the traits to a high degree.

6. The development of any one or all of the traits automatically improves the chances for success in any particular line.

Through the study of personality and ability in the light of these twelve traits, four distinct types of business personality which have particular bearing

on the type of work or field of activity for which an individual is best fitted, become apparent:

Mechanical Type
Persuasive Type
Analytical Type
Conservative Type

Then in addition to, and in connection with, one or more of these four, a fifth type becomes evident. This is what we will call:

Managerial or Executive Type

Every one possesses a measure of the abilities which make up each of these types, it being the degree in which each is present and the ratio between them that is the determining factor. A more complete discussion of these types will be taken up later.

Summarizing and illustrating, the chart on page 12 shows the interrelation of personality, ability, the five factors in human ability, the twelve traits, and the types of business personality as they will be treated.

The subject, BUSINESS PERSONALITY AND ITS DEVELOPMENT, is covered in two volumes: *Personality and Business Ability Analysis*, and *Personality and Business Ability Development*.

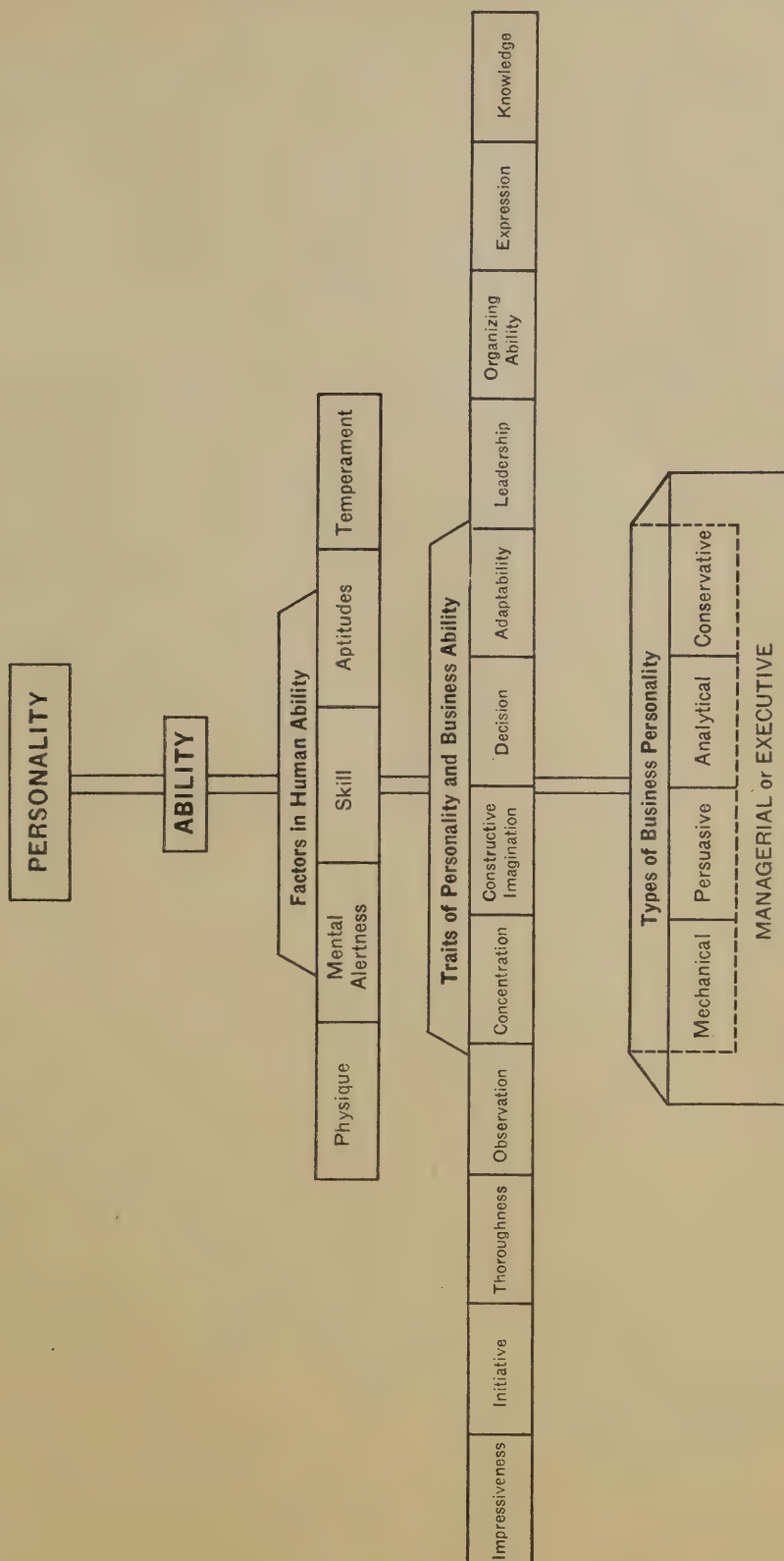
The first volume consists of three sections, as follows:

SECTION 1—Business Personality Tests

SECTION 2—Key for scoring Business Personality Tests, with
Chart for visualizing the results

SECTION 3—Analysis of Interests and Business Aptitudes

This volume should be thought of as a *manual for personal diagnosis*—a means for getting the essential facts about an individual spread out and analyzed in such a way as will make possible sound conclusions in regard to personality and ability, its application, direction, and improvement. This is the same procedure which would be used in scientifically getting at the solution of any problem. It is neither necessary nor desirable to get every possible fact, but only the essential facts. The doctor does not dissect a patient in order to make his diagnosis. A good diagnostician covers essential facts, and draws his conclusions accordingly. In the Business Personality Tests and correlated material the attempt has only been to get essential facts which have predictive value.



BUSINESS PERSONALITY AND ITS DEVELOPMENT has been prepared for three fields of application:

FIRST, *the individual*, to give him an understanding of himself, his capabilities and his shortcomings, as a basis for applying and improving himself; then, if outside assistance or guidance is needed, to form a common basis of understanding between the individual and the adviser.

SECOND, *the employer*, for use in selecting, training and supervising, especially salesmen, executives, and men for other responsible positions. In selection, providing an adequate basis for judgment in securing the proper human material. In training and supervision, the interests of the employer and the employed having become identical, it makes possible a mutual understanding of the individual's needs for best personal development in the job. *Supervision is thus individualized.*

THIRD, *colleges and universities*, for use in vocational guidance, personal development courses, and employment.

BUSINESS PERSONALITY AND ITS DEVELOPMENT

**PERSONALITY
AND
BUSINESS ABILITY
ANALYSIS**

**SECTION ONE
BUSINESS PERSONALITY
TESTS**



Begin Here



You are now ready to take the
BUSINESS PERSONALITY TESTS

Read the FOREWORD to the tests
before proceeding further.

You will find complete instructions
as to what to do as you proceed.



Follow the Instructions Exactly



DO NOT LOOK AHEAD



BUSINESS PERSONALITY TESTS

FOREWORD

BUSINESS PERSONALITY TESTS offer a scientific and convenient method of analyzing and evaluating your relative standing on the essential traits of personality and business ability. They constitute the initial step in the development of personality by forming a tangible and concrete basis for a program of continuous personal development.

Regardless of your present position, your age, your education, or your experience, you can better your chances for the attainment of any definite goal if you begin by taking stock of your resources in terms of ability, with the idea of capitalizing all of your inborn capacities, your training, and your experience.

The trouble with most of us is that we only vaguely know ourselves—our strong points and our weak points. We go through life barely using one-tenth of the ability we have, never fully realizing our potentialities, few ever getting beyond the humdrum of mediocrity. Even those who are in the right type of work rarely ever accomplish all they are capable of. Getting the most out of yourself involves not only knowing *where* to apply your abilities, but *how* to apply your abilities. Most men who fail, fail not because they lack ability, but because they find out too late, if at all, where and how to apply their abilities so that they will count for most.

Your starting point, of course, must of necessity be your present situation—not where you were or where you want to be. If you have already reached a certain measure of success, you will want to check up to assure yourself that you are utilizing your capacities and abilities and find out what you need to do in order further to improve yourself in preparation for larger responsibilities. If you are just starting or preparing for your career, find out your strong and weak points in terms of business ability, and then build your training and experience in the direction in which your natural tendencies lead you. The earlier you get your abilities started in the right direction, the more emphasis you can place on natural tendencies. The older you get, the more emphasis there must be on experience. As experience accumulates, it becomes more and more dangerous and expensive to scrap it. Few if any of us, after we have taken on responsibilities, can afford to sacrifice our experience, even

though that experience may not have been most in accord with our natural abilities. None of us can afford to jump blindly from one line of work to another. We must all build from the position we are in, step by step, into the position or station in life we want to reach.

Whatever your present station, organize and direct your effort for even greater accomplishment.

Every man has latent within him a certain amount of each of the qualities and capacities which form the basis of the twelve essential traits: Impressiveness, Initiative, Thoroughness, Observation, Concentration, Constructive Imagination, Decision, Adaptability, Leadership, Organizing Ability, Expression, and Knowledge. No two men possess these qualities in exactly the same degree or amount—in some, one trait or group of traits is high, while in others an entirely different group is predominant. No individual, without having made conscious effort to develop them, possesses all of the traits to a high degree. *But the traits can be developed*—the weaker ones strengthened and the stronger ones continually improved. Every man's problem is an individual one, centering around the degree and amount of the qualities which he himself possesses. The degree and amount present in some one else and the extent to which some one else might be able to develop them are of no avail to you so far as your own development is concerned. Business Personality Tests will give you a cross-section view of your own present standing; and *to the extent to which you then improve, coordinate, and bring all of the traits to a high level, you will improve your personality and personal effectiveness.*

PROCEDURE FOR TAKING THE TESTS

The tests are so designed that you both test yourself and grade yourself. Thus, the method gives you for the first time the opportunity of studying your innermost self in a scientific and systematic manner without outside interference or observance. In the quiet of your own home, in the short time which it takes to test yourself and score your results, you will learn more about your present standing, your strong points and your weak points, your aptitudes and capacities, in terms of business success, than you could otherwise learn through years of haphazard experience in trying out various kinds of work. And you will find the taking of these tests one of the most interesting jobs you ever tackled.

1. Time required, about two hours.
2. Choose a quiet place where you can work undisturbed, and preferably a time when you can complete all of the tests without interruption.
3. If convenient, have two or three sharp lead pencils available.
4. Use a watch. In the tests requiring definite time limits it will be helpful, in keeping within the limits, if you will jot down on the margin of the page, just as you begin the test, your starting time and also the time at which you are to stop.
5. Begin with Test I. Work through each test in the order given. *Do not look ahead.*

GENERAL DIRECTIONS

READ CAREFULLY

The success of this examination and its value to you, you must recognize, is dependent upon your complete cooperation in following directions, and upon your honesty with yourself in scoring accurately the results.

Some of the tests consist of definite exercises which must be done according to set instructions and within certain time limits. Others are made up of questions by means of which you are enabled to judge to what extent you have displayed certain traits in your own activities. Each test must be taken carefully and conscientiously, for the results depend on your fairness with yourself. You will find some of the tests easy and some of them hard, but there is a definite reason for everything you are asked to do.

Do not discuss the tests with any one else while taking them.

Do not look at the Key until you have completed all of the tests.

Where time limits are given, observe them exactly, stopping instantly when the time allowed is up.

When you are ready to begin, turn to the next page and start with Test I. Finish each test before going to the next. *Do not look ahead.*

Follow Directions Exactly
Do Just What You Are Told to Do

IMPRESSIVENESS

Impressiveness is that combination of personal and physical qualities which influence favorably those with whom you come in contact. It involves physique, energy, personal appearance, manner, and presence. Impressiveness gives a man a distinct advantage in business relations, for the possession of this trait has much to do with the ability to win the respect and confidence of men.

The test below gives you a fair basis for checking yourself on this essential trait.

Before starting the test, think of the man of your acquaintance who, in your opinion, stands highest with respect to the ability to remain master of himself at all times and make a good impression regardless of the situation. Compare yourself with him, keeping him in mind as you answer each of the following questions.

For those questions which you can answer “Yes,” put a plus (+) sign in the “Yes” column opposite each. For those which you would answer “No,” put a minus (–) sign in the “No” column. If the answer is neither definitely “Yes” nor definitely “No,” but in between, put a check mark (✓) in the middle column.

HEALTH AND ENERGY

1. Are you physically well proportioned? (The chart at the foot of the page gives the average height and weight for different ages. If you are not more than 10 lbs. over or under the average for your height and age, grade yourself (+); if 10 to 25 lbs. over or under, grade yourself (✓); if more than 25 lbs. over or under, grade yourself (÷).)
2. Are you "well set up"—muscles solid and not flabby?
3. Do you throw your shoulders back and carry yourself so as not to be round-shouldered and hollow-chested?
4. Are you in good health—good digestion, free from chronic colds, diseases, and so forth? (If your health is normal, grade yourself (+), if fairly good, grade (✓), if very poor, grade (−).)

[illegible]

CHART OF WEIGHT AND HEIGHT AVERAGES

MEN												WOMEN											
Age	15	20	25	30	35	40	45	50	55	Age	15	20	25	30	35	40	45	50	55				
Height										Height													
5' 0"	107	117	122	126	128	131	133	134	135	4' 8"	101	106	109	112	115	119	122	125	127				
5' 1"	109	119	124	128	130	133	135	136	137	4' 9"	103	108	111	114	117	121	124	127	129				
5' 2"	112	122	126	130	132	135	137	138	139	4' 10"	105	110	113	116	119	123	126	129	131				
5' 3"	115	125	129	133	135	138	140	141	142	4' 11"	106	112	115	118	121	125	128	131	133				
5' 4"	118	128	133	136	138	141	143	144	145	5' 0"	107	114	117	120	123	127	130	133	135				
5' 5"	122	132	137	140	142	145	147	148	149	5' 1"	109	116	119	122	125	129	132	135	138				
5' 6"	126	136	141	144	146	149	151	152	153	5' 2"	112	119	121	124	127	132	135	138	139				
5' 7"	130	140	145	148	150	153	155	156	158	5' 3"	115	122	124	127	130	135	138	141	141				
5' 8"	134	144	149	152	155	158	160	161	163	5' 4"	118	125	128	131	134	138	141	144	144				
5' 9"	138	148	153	156	160	163	165	166	168	5' 5"	122	128	131	134	138	142	145	148	148				
5' 10"	142	152	157	161	165	168	170	171	173	5' 6"	126	132	135	138	142	146	149	152	153				
5' 11"	147	156	162	166	170	174	176	177	178	5' 7"	130	136	139	142	146	150	153	156	158				
6' 0"	152	161	167	172	176	180	182	183	184	5' 8"	134	140	143	146	150	154	157	161	163				
6' 1"	157	166	173	178	182	186	188	190	191	5' 9"	138	143	147	150	154	158	161	165	167				
6' 2"	162	171	179	184	189	193	195	197	198	5' 10"	142	147	151	154	157	161	164	169	171				
6' 3"	167	176	184	190	195	200	202	204	205	5' 11"	147	151	154	157	160	164	168	173	174				
6' 4"	172	181	189	196	201	206	209	211	212	6' 0"	152	156	158	161	163	167	171	176	177				
6' 5"	177	186	194	201	207	212	215	217	219														

	Yes		No
	+	✓	—
5. Is your endurance such that you can do a normal day's work without becoming unduly fatigued, either mentally or physically?.....			
6. Do you sleep soundly and feel rested when you get up in the morning?.....			
7. Do you make it a point to keep yourself physically and mentally fit? (If you take regular exercise and recreation, grade yourself (+); if occasional, grade yourself (✓); if none to speak of, grade (—).).....	+		
8. Do you move about in a vigorous and energetic manner and not give the impression of being lazy or indifferent?.....			
9. Are you known as "a doer"—a man who gets things done?.....			
10. Are you a person who "radiates" energy to such an extent that others tend to quicken their pace when you are present?.....			
11. Do you consider yourself a person who impresses others as a man of both physical and mental strength?.....			

PERSONAL APPEARANCE

12. Are you well poised, and not ungainly or awkward?.....			
13. Is your facial expression forceful and wide awake, yet not hard or unsympathetic?.....			
14. Do you take a keen pride in your personal appearance, and keep yourself neat and physically clean?.....			
15. Do you wear clothes appropriate to your position?.....	+		
16. Are you free from personal habits which would tend to be repulsive to others or prejudice them against you?.....			
17. Do you feel that you are the type of man who stands out in a crowd as being above average force and ability?.....			

MANNER

18. Do you make it a practice to look a man in the eye when talking to him, so as not to appear ill at ease or evasive?.....			
19. Is your handshake firm and not "limber" or weak?.....			
20. Do you keep your spirits up and not allow your feelings to get the better of you when things are not going well, so as not to give the impression of being "down and out"?.....			

	Yes		No
	+	✓	-
21. Do you practice being courteous and not curt or antagonistic in your dealings with others, even when not apparently to your own interest or advantage?.....			
22. Is your manner such as to inspire confidence and make others feel that you are sincere in what you say and do?.....		✓	
PRESENCE			
23. Have you sufficient reserve so that you are not taken lightly by those with whom you come in contact?.....		✓	
24. Are you able to meet criticism without "flying off the handle" or becoming confused or embarrassed?.....		✓	
25. Can you talk to a superior without a feeling of uneasiness or strain?.....		✓	
26. Are you even-tempered and able to remain calm and composed in the face of unpleasant circumstances or difficulties?.....		✓	
27. Do you easily and naturally assume mastery of yourself in all situations?.....			
28. Are you always at ease and self-composed, and not self-conscious or oversensitive?.....		✓	
29. Are you able to work in the presence of others without becoming rattled?.....			
30. Can you gracefully take a joke on yourself?.....	+		

TEST II

INITIATIVE

Initiative means a combination of originality, determination, perseverance, and enthusiasm. The man who has initiative not only has ideas, but also gets things done. He has "stick-to-it-iveness," and his energies are directed towards the accomplishment of definite results. He is a self-starter, as well as a producer, and gets results while others are still waiting for somebody to tell them what to do.

In the test which follows, for those questions which you can answer "Yes," put a plus (+) sign in the "Yes" column opposite each. For those which you would answer "No," put a minus (−) sign in the "No" column. If the answer is neither "Yes" nor definitely "No," but in between, put a check mark (✓) in the middle column.

	Yes		No
	+	✓	−
1. Do you take the initiative in doing things which you see should be done, rather than dally along waiting for some one else to make the start?.....		✓	
2. Do you make it a point to be constantly on the lookout for ways to improve your work?.....	+		
3. Do you set definite goals of accomplishment for yourself and make it a point to reach these goals on schedule time?.....			
4. Do you enter into your work eager to get results, and get real pleasure out of the doing of it?.....		✓	
5. Do you get more interested in a piece of work the deeper you get into it, and not tire of it quickly as soon as the novelty wears off?.....		✓	
6. Do you take up hard or disagreeable tasks as you come to them, rather than put them off until some "more convenient time"?		✓	
7. Are you a producer—a man who gets results—and not simply a "starter" who never finishes anything?.....		✓	
8. Do you constantly look for the reasons why things are done a certain way?.....	+		
9. When you have suggestions to make, do you work out the details, and not "go off half-cocked" without knowing just what you want to present?.....			
10. Do you look for additional tasks to do, even at a sacrifice of your own time, in order to show that you are capable of assuming more responsibility?.....			
11. Are you known as a man who has practical ideas?.....	+		

	Yes		No
	+	✓	-
12. Do you often work overtime or spend time at home in developing new ideas in connection with your work?		✓	
13. Have you ever got one of your own suggestions put into effect in the face of keen opposition and criticism?			
14. Is it your tendency to be satisfied with nothing short of results, rather than make excuses to yourself as to why things cannot be done?			
15. Do you often have well-worked-out suggestions to make?		✓	
16. Have you a definite program laid out for yourself for broadening your business knowledge and increasing your personal efficiency?			
17. Have you a "healthy discontent" with things as they are?			
18. Do you go ahead with your duties just the same when your superior is absent as when he is present, and not take advantage of his absence to let down in your work?			
19. Do you finish a piece of work once you have started it, even though it prove to be distasteful to you?			
20. Do you take the initiative in expressing your own opinions, even in the face of criticism, rather than simply follow what others suggest?		✓	
21. Do you study the jobs above you?			
22. Do you make it a point to train the man in the job below you, so as to have an understudy ready for your place when promotion comes?			
23. Do you plan ahead to shape your own surroundings, and not wait for chance or luck to push you along?			
24. Do you make it a point to be "one jump ahead," through study and self-improvement, so as to be ready for promotion, rather than drift along feeling satisfied to be doing as well as those about you?			

TEST III

THOROUGHNESS

Thoroughness involves accuracy and dependability in performing even the most tedious task. The man who is thorough pays attention to details and does not "take things for granted." He finishes what he starts, and can be relied upon to assume responsibility.

This test is divided into three parts.

PART I

1	2	3	4	5	6	7	8	9	0
R	A	O	L	V	S	C	M	Q	T

The list above is a code in which each letter represents a number. Thus, R stands for 1, A stands for 2, O for 3, and so on. In the blank spaces below you are to write the numbers which stand for the letters printed there. The spaces of the first two lines are already filled in correctly.

The task is to be completely finished, with a record kept of the length of time it takes you to finish it. As you work, you may refer to the code as often as you like, but work as rapidly as you can consistent with accuracy.

In the blank space provided, enter your exact starting time; and at the completion of the task, enter the exact time of finishing. **START NOW.**

Exact starting time_____

S	L	R	Q	A	6	4	1	9	2	T	V	M	T	Q	...	...	...	...	...
M	T	V	A	O	8	0	5	2	3	M	L	A	O	S	...	...	...	...	...
T	Q	S	M	R	...	...	...	...	...	S	L	T	R	M	...	...	...	...	...
R	L	V	A	C	...	...	...	...	...	L	A	V	C	R	...	...	...	...	...
O	M	V	S	T	...	...	...	...	...	L	R	S	Q	T	...	...	...	...	...
V	O	A	L	R	...	...	...	...	...	A	S	O	V	L	...	...	...	...	...
C	Q	M	S	L	...	...	...	...	...	Q	C	S	O	R	...	...	...	...	...
Q	T	L	O	A	...	...	...	...	...	C	V	T	L	O	...	...	...	...	...
A	L	C	Q	M	...	...	...	...	...	V	T	L	O	Q	...	...	...	...	...

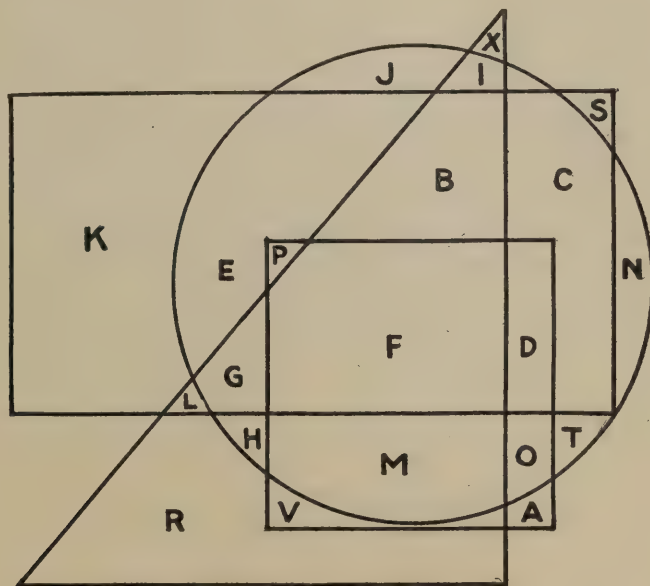
Exact finishing time_____

PART 2

In the test below you are to answer the questions listed under the figure. This figure, you will note, is made up of a rectangle, a circle, a square, and a triangle overlapping. Be sure that you include in your answer all the letters asked for in each question, but do not include any others. The first two questions are already correctly answered.

Time allowed, *four minutes*.

Start timing yourself now.



What letters are

1. In the *triangle*, but *not* in the square, circle or rectangle?..... X-R
2. In the *circle*, but *not* in the square, triangle or rectangle?..... J-N-T
3. In the *square*, but *not* in the circle, triangle or rectangle?..... S
4. In the *rectangle*, but *not* in the circle, triangle or square?..... K
5. In both *triangle and circle*, but not in square or rectangle?..... E-G-L
6. In both *circle and square*, but not in the rectangle or triangle?..... C
7. In both *square and triangle*, but not in the rectangle or circle?..... V
8. In both *triangle and rectangle*, but not in square or circle?..... P
9. In both *circle and rectangle* but not in the square or triangle?..... B
10. In *rectangle and triangle and circle*, but not in the square?..... F
11. In *rectangle and circle and square*, but not in the triangle?..... D
12. In *triangle and square and circle*, but not in the rectangle?..... A
13. In *rectangle and square and triangle*, but not in the circle?..... M
14. In *rectangle and square and triangle and circle*?..... O

PART 3

In the questions below, for those which you can answer "Yes," put a plus (+) sign in the "Yes" column opposite each. For those which you would answer "No," put a minus (−) sign in the "No" column. If the answer is neither definitely "Yes" nor definitely "No," but in between, put a check mark (✓) in the middle column.

	Yes		No
	+	✓	−
1. Have you ever been selected in preference to others for a particularly important task because you were recognized as one who would see it through?.....			
2. Do you make it a point to do your work better than others—do it so that it stands as your "trade-mark"—and not content yourself with "just getting by"?.....			
3. Are you careful in regard to statements you make, so as to make sure that you are stating fact, not merely hearsay?....			
4. Do you take a real pride in doing your work accurately and completely and on schedule time?.....			
5. Do you make it a practice to set an example of neatness in everything you do?.....			
6. Are you as careful of the property of others as you are of your own?.....			
7. When you make a mistake do you follow it through and find the cause, so that the same mistake will not occur again?....			
8. Do you hold yourself to the same standards of work that you demand of others?.....			
9. Do you carefully prepare for whatever you are going to do, and not find, after you have started, that you have failed to provide yourself with the necessary equipment, facts, and so forth?.....			
10. Do you make it a practice to study other phases of work or business in relation to your own so as to continually broaden your perspective?.....			
11. Do you always help out in emergencies without a feeling that you are being imposed on?.....	+		
12. When you find that you lack necessary information about some phase of your work, do you definitely look up this information and not content yourself with vague ideas about it?.....	+		

	Yes		No
	+	✓	—
13. Can you organize work and delegate responsibility and at the same time keep yourself in close touch with what is being done?.....			
14. Do you prepare for important interviews, rather than rely on your ingenuity or good luck to carry you through?.....		✓	
15. Can you see significant details of a situation and at the same time not lose sight of the major problems and issues involved?.....			
16. Do you conserve your own time?.....			
17. Do you schedule your work, so as to know what you are setting out to accomplish each day?.....			
18. Are you considerate of the time of others, keeping appointments promptly, not consuming an undue amount of time in stating a proposition, and so forth?.....			
19. Do you keep yourself up to date by reading current literature, attending meetings, and so forth, in your own field?.....			
20. Can you "play the game" in a project involving the efforts of others, even though your part may not be a spectacular one?.....			

TEST IV

OBSERVATION

Observation is a mental trait which involves memory as well as perception. It is the ability to see and remember details accurately. The good observer is on the alert, and not only sees details, but also is able to recall them when wanted.

This test requires that you *follow the directions exactly*.

Turn to the picture on page 34 and study it for *one minute and a half*; then turn back to page 31 and do what the directions on that page tell you to do. *Follow these directions carefully*.

TEST V

CONCENTRATION

Concentration is the mental trait which makes it possible for one to disregard other problems and focus attention on the particular task at hand. It is essential to real constructive thinking. The "scatterbrain" cannot successfully hold the respect or direct the efforts of others. This trait can best be tested by giving you definite tasks to perform which require close observation and concentration. The test is divided into two parts.

PART I

In the lines of numbers given below you are to draw a circle around all pairs of two adjacent numbers *whose sum is 10*. Work as rapidly as you can for three minutes. As soon as you have finished each line, count the number of circles in the line and write the number in the space at the right. Lines 1 and 2 are already correctly marked.

- (1) 9 3 1 2 9 (8) (2) 0 3 9 (6) (4) 9 5 2 2 (9) (1) 3 8 9 2 7 (2) (8) 0 2 9 (7) (3) 5
 (2) (4) (6) 8 3 0 1 8 4 9 4 7 8 5 6 (3) (7) 8 4 0 1 2 (6) (4) 8 3 9 4 (1) (9) 8 4

Time allowed, *three minutes*. Stop when time is up.

- (3) 4 1 8 4 9 1 3 0 4 8 5 9 6 8 4 7 6 9 4 0 1 3 2 8 3 7 5 4 4 8 ____
 (4) 9 8 6 4 3 8 5 8 1 3 8 5 6 7 0 9 4 8 2 3 1 5 8 7 4 0 9 8 6 1 ____
 (5) 3 1 8 6 0 3 9 4 1 2 3 7 0 4 8 6 9 0 5 1 2 8 5 0 9 9 4 8 6 7 ____
 (6) 7 5 5 0 1 3 8 4 8 9 8 1 5 8 4 8 7 3 9 1 5 8 4 7 6 9 4 1 3 2 ____
 (7) 6 2 4 8 3 4 0 9 2 8 4 3 8 5 1 3 8 4 8 6 7 4 1 8 3 7 9 8 0 4 ____
 (8) 6 9 3 8 1 3 5 6 7 8 3 4 5 7 8 3 7 5 7 2 9 4 3 1 2 9 4 3 8 6 ____
 (9) 8 5 9 4 8 3 7 4 9 8 1 3 8 7 4 1 8 2 0 7 4 6 5 1 4 7 5 5 6 3 ____
 (10) 5 3 4 7 6 3 5 9 8 2 3 7 6 6 3 0 1 4 6 2 2 5 7 9 3 4 2 3 8 5 ____
 (11) 4 9 3 9 6 3 0 3 6 8 5 5 8 9 1 4 0 8 6 7 6 3 4 7 2 9 5 8 3 5 ____
 (12) 1 1 9 2 7 5 1 6 8 7 4 5 6 1 3 9 2 4 3 6 7 4 8 4 3 9 5 6 9 9 ____

PART 2

In the ten lines of letters below, draw a ring around each combination of *two* or *more* consecutive letters which spell a word. Make each word contain as many letters as possible. Study the samples before starting the test.

SAMPLES:

- (a) H Q N B E H S A R V M P T S U R E L Z I K L T U H Y I G Y O U H M T S
 (b) T S E K L I O M K N O W W R I J P S Q X E R W H A T H R E Z B M N I E
 (c) P K Y O U F L E Q U F T J V A R E G N B T I U M S H T O Z L C A Q D O

Time allowed, *three minutes*. *Stop when time is up.*

1. P T A O C I F N I J R Q T S E J L I U V T E W H X O L P N E Q S Y O U
2. F R L D O J V U L H Q R C W E L L V X A G L T E F Y K T H E V N Y R C
3. C M I U V N T X E Z B A J M I N O R V H G E J Q S K O Y T A S K S M J
4. A Q E V F R T I Y T H L D M I P Z E W H I C H G H Y O U C N I J R N E
5. D L E Q G H T S V X A R E Z U I O C A L L E D E T J Q E V N I R P L H
6. X N I Q J E V K F F I H R D L J I Q H U I Y I H T L R X U P O N L X V
7. T O Q L R T S D E V H P E R F O R M I D X V N T C U H Y O U M T H Q W
8. B R W I L L J A Q L H A V E W J H G M N B U T R J I A Q L I T T L E Y
9. E O C J D I F F I C U L T Y R D R S H J I Y U W L W I T H C J R Q A K
10. R S D N V J B I Q T H E I U B J L I H V B I G G E R B L U O N E S R Z

In the space below, after you have circled as many words as possible in the time allowed, write in their order the words which you have marked.

QUESTIONS FOR TEST IV (OBSERVATION)

Do not turn ahead to the picture or to the directions on page 29 while answering these questions. Take up the questions in the order given, noting your answers as rapidly as you can.

Time allowed, *three minutes*.

1. What was the date of the accident (month and day of month?)
2. What was the exact time by the clock in the picture?.....
3. In what year did the accident occur?.....
4. What was the number of the street car?.....
5. Was the street car derailed?.....
6. What was the number of the engine?.....
7. What was the name of the town?.....
8. Was the headlight of the engine broken?.....
9. Were there any faces at the windows of the street car?.....
10. What was the name of the street-car company?.....
11. What did the officer in the foreground have in his hand?.....
12. What was the name on the ambulance?.....
13. What was the name of the railroad?.....
14. Was there any one in the cab of the engine?.....
15. Was there a drug store in the picture?.....
16. Was there a post-office in the picture?.....
17. Was there a flour advertisement in the picture?.....
18. What did the trainman who was on the ground have in his hand?.....
19. Was there a cigar store in the picture?.....
20. On what street was the street-car track?.....
21. What was the destination of the street car?.....
22. What was the name of the hotel in the picture?.....
23. How many people were looking out of the windows of the hotel?.....
24. Was there a bakery wagon in the picture?.....
25. Was the injured man the conductor of the street car?.....
26. Was the injured man's left arm bandaged?.....
27. Was there a warning signal at the R. R. crossing?.....
28. Was the driver of the ambulance in his seat?.....
29. Was the front of the engine smashed?.....
30. Did the street car hit the engine or the engine hit the street car?.....

A 2x2 grid of handwritten letters. The top row contains 'L' and 'I'. The bottom row contains 'T' and 'S'. The letters are written in a simple, cursive style with dark ink on a light background.

TEST VI

CONSTRUCTIVE IMAGINATION

Constructive imagination is the ability to apply present knowledge and experience toward the solution of new problems. It is the ability to see the relationship of what you already know to new situations, and is, therefore, the basis of originality. It differs from mere imagination or "day-dreaming" in that it "arrives." The man with constructive imagination has "ideas" and is constantly working out new ways for doing things.

This test is divided into three parts.

PART 1

Below there are given eight different letters of the alphabet. Using *only letters included in this list*, make as many English words as you can (words containing two or more letters). *Use no letter more than once in the same word.* Write your words on the numbered lines below. Note sample words, Numbers 1 and 2.

Time allowed, *three minutes.*

T S A R I E O Y

- | | | | |
|----------------------|-----------|-----------|-----------|
| 1. <i>Star</i> _____ | 9. _____ | 17. _____ | 25. _____ |
| 2. <i>Yes</i> _____ | 10. _____ | 18. _____ | 26. _____ |
| 3. _____ | 11. _____ | 19. _____ | 27. _____ |
| 4. _____ | 12. _____ | 20. _____ | 28. _____ |
| 5. _____ | 13. _____ | 21. _____ | 29. _____ |
| 6. _____ | 14. _____ | 22. _____ | 30. _____ |
| 7. _____ | 15. _____ | 23. _____ | 31. _____ |
| 8. _____ | 16. _____ | 24. _____ | 32. _____ |

PART 2

Constructive imagination depends largely upon the ease and fertility with which ideas and suggestions can come up when one is confronted with new or unusual conditions. The test below will give you an opportunity to see how readily you can apply your present knowledge to an entirely new situation.

Read these directions carefully.

(a) Suppose a process were discovered whereby all the foods essential to sustaining human life could be concentrated into capsule form and kept indefinitely, and that enough food could be concentrated into each capsule to satisfy one person's needs for one day. Jot down five important ways in which this would affect the world's commerce.

Time allowed, *two minutes.*

1. _____
2. _____
3. _____
4. _____
5. _____

(b) Imagine yourself at the station in life which you hope to reach ten years from now. Make ten practical suggestions as to what you will have to do to attain this goal.

Time allowed, *three minutes.*

Begin now.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

TEST VII

DECISION

Decision involves quickness of comprehension, the ability to think through a situation and arrive at a conclusion, putting aside a problem once a line of action has been determined upon and going on to the next. It is the basis of sound judgment. The man with decision has a sense of humor and emotional stability. He is a good learner, has a keen sense of relative values, and does not spend an undue amount of time on unimportant matters.

The test of Decision is divided into two parts.

PART 1

Below at the left are seven proverbs. In the column at the right are fourteen statements. For *each* of the seven proverbs there are in the right-hand column two statements of the same or nearly the same meaning. In the spaces provided, you are to give to the statements the number of the proverb to which they correspond. The first proverb is already correctly marked.

Time allowed, *three minutes*.

- | | |
|--|--|
| 1. He counsels best who lives best. | <u>5</u> Wisdom is oftentimes nearer when we stoop than when we soar. |
| | <u>2</u> Profit by the folly of others. |
| 2. He is truly wise who gains wisdom from another's mishaps. | <u> </u> It is a long lane that has no turning. |
| | <u>1</u> Practice what you preach. |
| 3. Every cloud has a silver lining. | <u>10</u> They suffer more who fear than they who die. |
| | <u>7</u> Jack of all trades is master of none. |
| 4. Any one can hold the helm when the sea is calm. | <u>11</u> Untempted virtue is easily retained. |
| | <u> </u> Concentration of energies gives best results. |
| 5. More is got from one book in which the thought settles than from libraries skimmed over by a wandering eye. | <u>9</u> It is an ill wind that blows nobody good. |
| | <u>2</u> Learn to see in another's calamity the ills you should avoid. |
| 6. Cowards die many times before their death. | <u>1</u> A good example is the best sermon. |
| | <u>4</u> An unassaulted castle is easily held. |
| 7. As for me, all I know is that I know nothing. | <u>8</u> The doorstep to the temple of wisdom is a knowledge of our own ignorance. |
| | <u>10</u> The valiant never taste of death but once. |

PART 2

Before starting this test, think of the man of your acquaintance who in your opinion stands highest in respect to the ability to make decisions, who has the reputation of being "level headed" and well balanced, and whose success you have admired. Then measure yourself against his record as you answer the following questions.

- For each question which you would answer "Yes," put a plus (+) sign in the "Yes" column opposite. For each one which you would answer "No," put a minus (-) sign in the "No" column. If your answer is neither definitely "Yes" nor definitely "No," put a check mark (✓) in the middle column.

	Yes		No
	+	✓	-
1. Do you find pleasure and satisfaction in assuming responsibility in important decisions, and not shrink from the possible consequences?.....			
2. Do you eagerly take hold of knotty problems which require careful thinking, and not put them off in the hope of evading them?.....			
3. Do you think through and around a problem and not allow yourself to jump at conclusions without due deliberation on the disadvantages as well as the advantages of the possible lines of action?.....			
4. When you have once made a decision, do you put the question or problem aside and go on to another problem without worrying about the wisdom of the decision you have made?..			
5. In your daily work do you anticipate emergencies and not often get caught "in the lurch" because of unforeseen difficulties?..			
6. Is your advice on important matters often sought by your superiors?.....			
7. Do you often see possible changes and improvements in your work before others see them?.....			
8. Do your decisions on important questions usually prove to be right and not premature?.....			
9. Do you find that you usually do the right thing at the right time and not often "feel like kicking yourself" because your best ideas occur to you after it is too late to use them?.....			
10. Can you profit by the opinions of others without being unduly influenced by them?.....			
11. Have you the courage of your convictions when you have arrived at a conclusion—not easily influenced to change without sound reason?.....			

	Yes		No
	+	✓	—
12. Do you usually have well-defined reasons for decisions you make or advice you take, rather than simply act on “hunches”?			
13. Are you free from prejudice?			
14. Do you make it a practice to analyze a new situation and exhaust the possibilities for meeting it before making a decision?			
15. Have you ever been selected in preference to others for a particularly important task because of your recognized “good judgment”?			
16. Are you consciously cautious in taking up with new acquaintances—not effusive or overconfidential?			
17. When you are asked for an opinion or a suggestion, do you consciously watch yourself and take sufficient time so that what you say is considered the result of mature deliberation, even though you might know at the start what you are going to say?			
18. Is your sense of humor such that you can keep your emotional balance even in difficult and trying situations when the odds are against you?			

TEST VIII

ADAPTABILITY

Adaptability means the inherent ability to adapt oneself to new problems and new situations quickly and easily. It involves mental alertness, speed of thinking and facility in changing "mental set." The adaptable person is alert, quick to catch on, and has little lost motion in going from one task to the next.

PART 1

This test consists of a series of different sorts of tasks. It will check your ability to change your mental set.

Time allowed, *three minutes*.

- A. (a) Underline two words that have the same relation as *locomotive* and *train*.
station horse hut baggage wagon
- (b) Underline two words that have the same relation as *boy* and *man*.
wool lamb dog sheep shepherd
- (c) Underline two words that have the same relation as *door* and *house*.
hinges gate yard swing window
- (d) Underline two words that have the same relation as *book* and *author*.
statue liberty sculptor picture state
- B. At the end of each series of numbers below, write in the blank spaces the two numbers that should come next, as in the sample: 16 14 12 10 8 6 4 2
- (a) 8 1 6 1 4 1 _____
- (b) 5 9 13 17 21 25 _____
- (c) 19 16 14 11 9 6 _____
- (d) 11 13 12 14 13 15 _____
- (e) 81 27 9 3 1 $\frac{1}{3}$ _____
- C. Make a perfect sentence of each of the following. Write only one word in each blank space.
- (a) The man _____ the river _____ was drowned.
- (b) It is very _____ to become _____ acquainted _____ persons who _____ timid.
- (c) A reasonable _____ of sleep and rest is _____ in order to _____ a high _____ of efficiency.
- (d) _____ things are _____ satisfactory to most _____ than the feeling of accomplishment.
- (e) One's _____ do _____ always express his thoughts.

PART 2

In the test which follows, for those questions which you can answer "Yes," put a plus (+) sign in the "Yes" column. For those which you would answer "No," put a minus (−) sign in the "No" column. If your answer is neither "Yes" nor definitely "No," put a check mark (✓) in the middle column.

	Yes		No
	+	✓	−
1. Have you the ability to see the other fellow's point of view—look at both sides of a question in meeting every-day problems and situations?			
2. Is your advice often sought by other men?			
3. Are you broad-minded, and not inclined to be narrow or "pig-headed"?			
4. When you have a number of things to do, do you tackle them one at a time, and not allow the size of your task to overwhelm you?			
5. In a crisis, do you think clearly and do the right thing?			
6. Do you get accustomed to new places quickly and find your way about easily?			
7. Are you wide-awake—alive to present situations—and not absent-minded?			
8. Are you good-natured?			
9. Are you flexible? That is, not "hide-bound" or "in a rut"?			
10. Do you make it a point to mix with people from whom you can get new ideas?			
11. Can you be self-assertive without being overbearing?			
12. Do you make friends easily?			
13. Do you retain friendships?			
14. Is your attitude one of "building up" instead of "tearing down"?			
15. When it is necessary to deal with different types of people, can you adjust yourself accordingly, even though you do not like them?			
16. When you see that your plans are not working out, can you skilfully change your tactics without losing sight of the results you are after?			
17. Do you, within a reasonable length of time, "get over" unpleasantnesses and differences which occur in dealing with people, and not allow grudges and ill feeling to hold over and bias you to your own detriment in future dealings?			
18. Is it your tendency to see the bright side of things and say the pleasant or complimentary thing rather than look for and find fault?			

TEST IX

LEADERSHIP

Leadership is the ability to get others to do willingly what you want them to do—to get results from men rather than simply tools or machinery. It includes mastery, control, fairness, and tact. The man who has real leadership ability is dynamic and others naturally tend to follow him and look to him for guidance.

Before starting this test, think of the man of your acquaintance who stands highest with respect to leadership—the man to whom people most naturally look in an emergency, and who, through his self-control, fairness, tact, and unselfishness, wins the loyalty and cooperation of men. Compare yourself with this man in answering the questions below.

For those questions which you can answer “Yes,” put a plus (+) sign in the “Yes” column opposite each. For those which you would answer “No,” put a minus (–) sign in the “No” column. If the answer is neither definitely “Yes” nor definitely “No,” but in between, put a check mark (✓) in the middle column.

MASTERY

	Yes		No
	+	✓	–
1. Do you assert yourself, and not take the submissive attitude toward others?.....			
2. Do you consider that you have a positive, dynamic type of personality?		✓	
3. Do you easily and naturally assume leadership and not have to exert undue pressure in order to win the respect and confidence of men?.....			
4. Are you the kind of man you yourself would choose to follow?.....			
5. In any organization in which you take part—club, church, lodge, and the like—are you an active guiding force and not merely a follower?.....			
6. Have you courage and self-assurance in dealing with a superior, not allowing that “sinking feeling” to get the better of you?.....			
7. Can you take defeat without losing confidence in yourself and being unduly depressed?.....			
8. Do you enjoy dealing with different types of persons and get real pleasure out of meeting and handling difficult human situations?.....			
9. Do others often do things for you without being under obligation to you, and seem to take pleasure in pleasing you?.....			
10. Can you conscientiously say that you believe in yourself?.....			
CONTROL			
11. Have you a cheerful disposition—not easily irritated and made grouchy or disposed to have “off days”?.....			

	Yes		No
	+	✓	—
12. When something goes wrong, do you remain calm and self-composed?.....			
13. Do you accept just criticism without becoming resentful?....			
14. Do you face difficult situations without becoming unduly worried and nervous?.....			
15. Can you think rapidly and clearly in an emergency?.....			
16. Do you make it a practice to “think before you speak,” and not often say things which you wish you had not said?.....			
17. Can you take a personal and friendly interest in men under you without causing them to become unduly familiar with you?.....			
18. Do you “get down to business” at once when you arrive at your place of work and not idle away time thinking about other things or holding needless conversations?.....			
19. Have you the courage to speak up frankly and give your opinion, when some one above you in authority proposes a measure that you feel to be seriously unwise?.....			
FAIRNESS			
20. Do you frankly admit your own mistakes, and not find excuses or shift the blame to some one else?			
21. Do you take a personal pride in meeting obligations promptly?....			
22. In little things, are you thoughtful of others, and not always thinking of your own desires first?.....			
23. Do you make it a practice not to criticize until you have something better to offer?.....			
24. Do you take a genuine interest in the success of any undertaking with which you are identified, and do you feel a personal responsibility for the part you have to play in it?.....			
25. Do you take an interest in preventing all possible waste and damage in your firm, and not feel that it makes no difference simply because it is not a direct loss to you?.....			
26. In games or on a hunting trip, and so forth, are you considered by your associates a “good sport”?			
27. Do you give those under you a chance to make suggestions and express their own opinions without fear of incurring your displeasure?.....			

	Yes		No
	+	✓	—
28. Do you get genuine satisfaction in seeing those under you get promoted and do you do all you can to help them get ahead?.....			
29. Do you make it a point to be frank in your dealings with subordinates and always keep your promises to them?.....			
30. If a man under you does a good piece of work or makes a suggestion which you know will meet with approval higher up, do you see that he gets the credit for it and not try to get all the credit yourself?.....			
31. Do you feel that those under you would “stand by” you in an emergency because of your loyalty and fairness to them?.....			
32. Do you see that those under you get a “square deal” and back them up when necessary?.....			
33. Do you always use authority fairly and not take advantage of it to get even with some one you dislike?.....			
34. When suggestions you make are not accepted, do you go ahead according to the plan decided upon, and sincerely do your part to make it work successfully?.....			
TACT			
35. When a question is put to you which you know it would be unwise to answer directly, can you skilfully handle it without floundering or losing your grip on the situation?.....			
36. Do you make it a practice to keep quiet about things which do not concern you?.....			
37. Are you careful not to use satire and cutting remarks which you know will injure the feelings of others?.....			
38. Do subordinates work for you gladly, so that you do not have to resort to threats or use of authority?.....			
39. Do you avoid using the “I” attitude, so as not to appear to others self-centered and egotistical?.....			
40. Can you criticize a subordinate without making him resentful?.....			

TEST X

ORGANIZING ABILITY

Organizing ability is largely a mental trait. It is based on the ability to analyze and synthesize. The man who has organizing ability keeps in mind in their proper relationship the important elements in a problem, and is resourceful in planning methods for its solution.

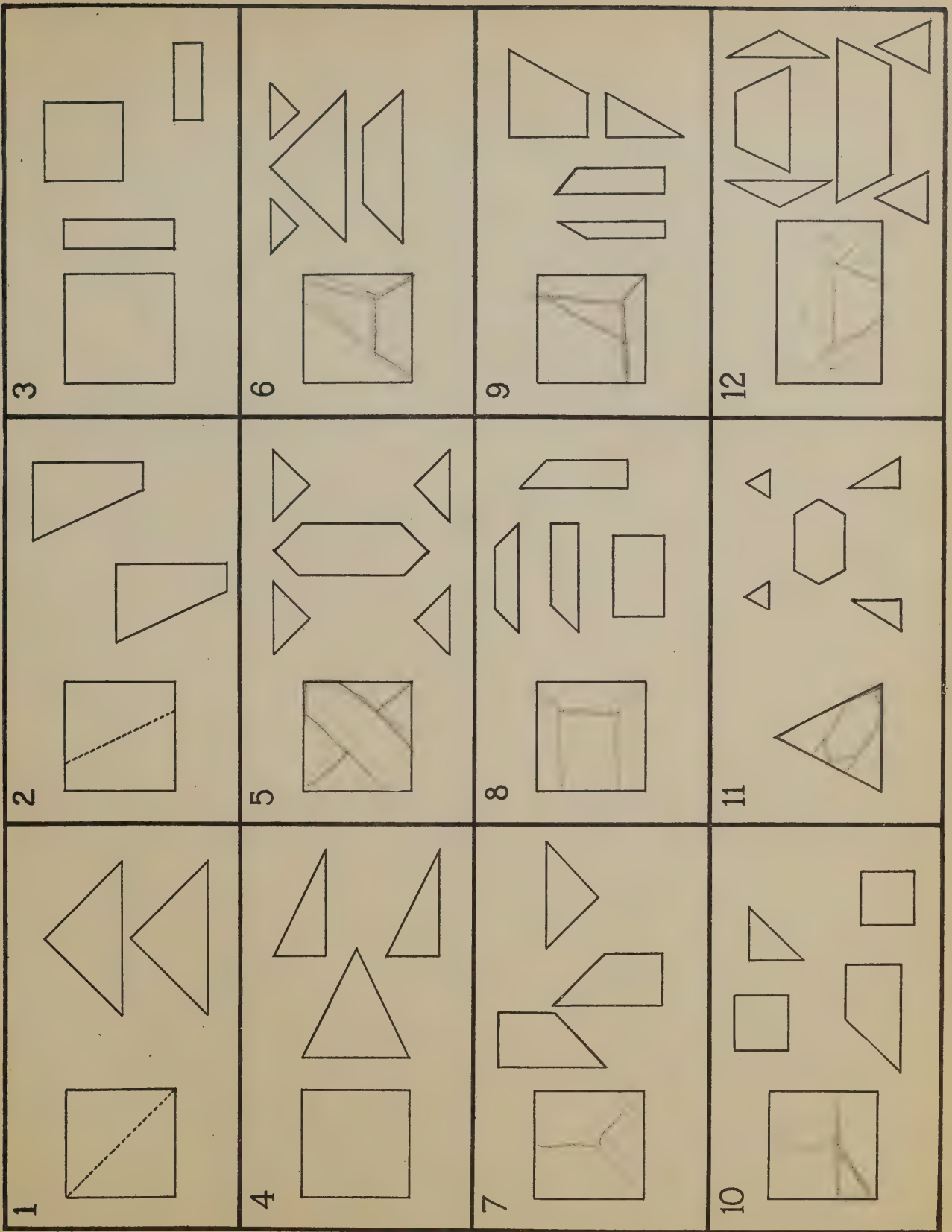
The test of this trait is divided into two parts.

PART 1

In the illustration on the following page are twelve spaces numbered 1 to 12. To the left in each of these twelve spaces there is a large plain figure and to the right two or more smaller figures of different shapes. These smaller figures, when properly fitted together, will exactly cover the large figure. You are to indicate, by drawing the necessary lines in each large figure, just how the smaller figures opposite it can be fitted together to completely cover it.

Numbers 1 and 2 are already correctly marked. Begin at Number 3 and work as rapidly as possible.

Time allowed, *three minutes*.



PART 2

On the blank line at the right of each order entry below, you are to place *A*, *B*, or *C*, according to the following classification:

CLASS A covers those entries in which

Amount of Order is *500 to 1,000*, Credit Rating *Good*, Conditions of Sale *30-Day Approval*, and Date Wanted *Jan. 1 to April 1*, inclusive.

CLASS B covers those entries in which

Amount of Order is *500 or Less*, Credit Rating *Fair* or *Poor*, Terms *C. O. D.*, and Date Wanted *March 15 to June 15*, inclusive.

CLASS C covers those entries in which

Amount of Order is *500 to 1,500*, Credit Rating *Good*, *Fair*, or *Poor*, Conditions of Sale *Consignment*, and Date Wanted *March 1 to May 1*, inclusive.

Before starting to time yourself, note the first two order entries, which are already correctly classified as *A* and *C*.

Time allowed, *four minutes*.

NO.	AMOUNT OF ORDER	CREDIT RATING OF CONSIGNEE	TERMS	CONDITIONS OF SALE	DATE WANTED	CLASS
1	\$ 540	Good	2% 10 net 30	30-Day Appr.	Jan. 15	... <i>A</i>
2	685	Fair	5% Cash with Order	Consignment	May 1	... <i>C</i>
3	750	Good	5% Cash with Order	30-Day Appr.	Feb. 1	... _____
4	500	Fair	C. O. D.	Regular	June 15	... _____
5	500	Fair	C. O. D.	Consignment	Mar. 10	... _____
6	850	Good	2% 10 net 30	Consignment	Apr. 1	... _____
7	450	Fair	C. O. D.	30-Day Appr.	Apr. 10	... _____
8	975	Good	C. O. D.	30-Day Appr.	Mar. 31	... _____
9	1,000	Good	2% 10 net 30	30-Day Appr.	Jan. 15	... _____
10	480	Fair	C. O. D.	Regular	Mar. 30	... _____
11	500	Poor	C. O. D.	Regular	Apr. 1	... _____
12	1,000	Good	2% 10 net 30	Consignment	Apr. 30	... _____
13	385	Fair	C. O. D.	30-Day Appr.	June 1	... _____
14	585	Poor	5% Cash with Order	Consignment	Apr. 15	... _____
15	950	Good	C. O. D.	Consignment	Mar. 10	... _____
16	500	Good	C. O. D.	30-Day Appr.	Mar. 15	... _____
17	1,400	Good	C. O. D.	Consignment	Mar. 1	... _____
18	800	Fair	5% Cash with Order	Consignment	Apr. 20	... _____
19	500	Fair	C. O. D.	Regular	May 15	... _____
20	835	Good	2% 10 net 30	30-Day Appr.	Apr. 1	... _____
21	350	Poor	C. O. D.	Regular	Mar. 15	... _____
22	985	Good	2% 10 net 30	Consignment	May 1	... _____

TEST XI

EXPRESSION

Expression is one of the most important traits for business success. It includes not only the ability to think clearly, but also the ability to convey your ideas to others in such a way that you will be easily understood. Expression is at the base of personal salesmanship. The successful man must not only know, but must also be able to let others know that he knows.

The test of Expression is divided into two parts.

PART 1

Words are the carriers of our ideas. A good vocabulary, therefore, is essential to the ability to express oneself.

In the following list of words, if the two words of a pair *are either synonymous or nearly the same in meaning*, put a plus (+) in the () at the left; if *not alike in meaning*, put a minus (-). Numbers 1 and 2 are already correctly marked.

Time allowed, *two minutes*.

- | | | |
|-----------------------------------|---|---------------------------------|
| (-) 1. Eminent—Powerful | + | () 17. Aggressive—Indifferent |
| (+) 2. Achieve—Accomplish | + | () 18. Obdurate—Serene |
| () 3. Colleague—Associate | + | () 19. Indulgent—Intolerant |
| () 4. Revelation—Concealment | | () 20. Potency—Efficacy |
| () 5. Dextrous—Skilful | | () 21. Barter—Exchange |
| () 6. Solvent—Bankrupt | | () 22. Shrewd—Sagacious |
| () 7. Contradict—Corroborate | | () 23. Dominant—Prevalent |
| () 8. Executor—Testator | | () 24. Essential—Indispensable |
| () 9. Pertinent—Relevant | | () 25. Analyze—Synthesize |
| () 10. Occasional—Regular | + | () 26. Adulation—Sincerity |
| () 11. Analogous—Differentiated | | () 27. Effervesce—Stimulate |
| () 12. Expedite—Accelerate | | () 28. Promulgator—Executive |
| () 13. Enervation—Debility | | () 29. Segregate—Amalgamate |
| () 14. Abdication—Relinquishment | | () 30. Nullify—Default |
| () 15. Fatigued—Animated | | () 31. Arbitration—Controversy |
| () 16. Constituent—Component | | () 32. Acquiesce—Accede |

PART 2

Before starting this test, think of the man of your acquaintance who expresses himself most clearly and concisely, who is easily understood and who wastes fewest words in coming to a point. Keeping him in mind as a basis for judging yourself, proceed with the test according to the following directions.

For those questions to which you would answer "Yes," put a plus (+) sign in the "Yes" column opposite each; for each one to which you would answer "No," put a minus (−) sign in the "No" column opposite; and if your answer is neither "Yes" nor "No," but in between, put a check mark (✓) in the middle column opposite.

	Yes		No
	+	✓	−
1. In ordinary conversation do you know what you are going to say next, and not have to grope and hesitate for words to express yourself?.....			
2. Do you speak briskly and to the point?.....			
3. When in a group, can you hold attention, tell a good story, and direct conversation to the subjects you wish discussed?.....			
4. Is your voice well modulated, and not harsh or irritating?.....			
5. Do you enunciate distinctly—not mumble your words so that the person you are talking to has to ask you to repeat?.....			
6. In an argument or discussion can you tactfully make your point without appearing to criticize the other person's point of view?.....			
7. Can you express yourself in writing—write a good letter? make a brief report?.....			
8. Do others understand what you mean when you give instructions, and not have to come back to you often for explanations?.....			
9. Can you bring an interview to a close in a businesslike way, without being blunt or arousing resentment on the part of the person you are speaking to?.....			
10. Can you excuse yourself from a group in an easy and natural manner—without stiffness and embarrassment?.....			
11. Are you able to carry on conversation with persons other than your intimate acquaintance without a feeling of embarrassment or strain?.....			
12. Can you carry on conversation with a person even though you have apparently no interests in common?.....			

	Yes		No
	+	✓	—
13. When meeting people, do you last after the first few minutes, and easily take your place in the conversation?.....			
14. When called upon unexpectedly, can you express your opinions before a group without becoming rattled or incoherent?.....			
15. Do you read good books and other literature in order to improve your own expression?.....			
16. Do you look up words in the dictionary when you do not know their meaning, and not allow yourself to be satisfied with guessing their meaning?.....			
17. Do you make it a practice to get your ideas down in writing?..			
18. When you have an important matter to take up, do you carefully plan beforehand what you are going to say and do?....			
19. Have you an easy and natural flow of words, so that you “hit the nail on the head” in presenting your ideas to others?....			
20. Do you sell yourself well and not feel that you are held down because of your inability to let others know your capabilities?..			

TEST XII

KNOWLEDGE

All the other traits for business success, important as they are, depend to a great extent upon knowledge. Knowledge means more than merely a mental storehouse of facts. Real knowledge involves the ability to use facts.

This test is divided into two parts, (1) business knowledge, (2) range of general information.

PART 1

Following are 38 statements containing business terms. Some of the statements are true and some are false. For those which are true, make a plus sign in the () at the left. For those which are false, make a minus sign in the (). Statements 1 and 2 are correctly marked.

Time allowed, *four minutes*.

- (-) 1. The *ledger* is the book of original entry.
- (+) 2. *Thomas A. Edison* is best known as an inventor.
- () 3. A satisfactory rating in "*Bradstreet's*" is an important business asset.
- () 4. An *annuity* is an assured monthly income.
- () 5. The duties of a *consul* are commercial rather than diplomatic.
- () 6. A successful business must be *insolvent*.
- () 7. *F. W. Taylor* was famous for his work in scientific management.
- () 8. *Labor turnover* is a term used in connection with the figuring of the stability of the work force.
- () 9. *Par value* is a term used to represent the book value of stock.
- () 10. A *trade-mark* is usually protected by a copyright.
- () 11. Business conditions are commonly predicted by *bank clearings*.
- () 12. *Babson* is a well-known statistician.
- () 13. *Prime cost* is the initial cost of an article.
- () 14. *Business forecasting* is becoming an important factor in determining sales quotas.
- () 15. The *Underwood typewriter* is the only typewriter which has a double keyboard.
- () 16. A *depreciation fund* is a fund accumulated in order to enable a business to pay dividends during lean years.
- () 17. The *value of a share of stock* is determined by the earnings of the company.
- () 18. *Workmen's compensation laws* are in effect in most states.
- () 19. A *functional chart* is used only in connection with production work.

- () 20. *Turnover of stock* is a heavy expense in a business.
- () 21. Debts can lawfully be paid in *legal tender*.
- () 22. *Stocks* are always a safer investment than *bonds*.
- () 23. The *incorporation* of a business increases individual responsibility.
- () 24. *Obsolescence* means the loss of value in equipment which has become out of date.
- () 25. A *perpetual inventory* is an inventory made up each year and kept on permanent file.
- () 26. The development of *standardization* has made possible interchangeable parts.
- () 27. *Office layout* refers to the efficiency of office equipment.
- () 28. A *direct tax* is levied only upon personal property.
- () 29. *Usury* is punishable by law in most states.
- () 30. *Net profit* is determined by finding the difference between manufacturing cost and selling price.
- () 31. *Specialization* has helped to speed up production in industry.
- () 32. *Overhead costs* are an unnecessary expense in a business.
- () 33. An *asset* is any valuable right possessed by a business.
- () 34. The incurring of *liabilities* is necessary in conducting a business.
- () 35. A good *advertisement* should always contain all the "talking points" of an article.
- () 36. *Trade acceptances* may usually be discounted.
- () 37. *On consignment* means that goods may be returned if not satisfactory.
- () 38. It is an unnecessary expense for a concern which sells all its products to jobbers to do *national advertising*.

PART 2

You are to complete each of the statements given below by underlining the one of the four words in heavy type which makes it a true statement. This is a test of general information. If you do not absolutely know the correct answer, you are permitted to make the best guess you can. There are 34 statements in all. The first two have already been marked to indicate the method.

Time allowed, *three minutes*.

1. Soap is made by
Procter and Gamble Smith and Wesson W. L. Douglas H. J. Heinz Co.
2. Yale University is at
Annapolis New Haven Ithaca Cambridge
3. Bud Fisher is famous as an
actor author baseball player comic artist
4. The Orpington is a kind of
fowl horse granite cattle
5. Perjury is a term used in
pedagogy medicine theology law
6. Calcutta is a city in
Egypt China India Japan
7. Pearls are obtained from
mines elephants reefs oysters
8. Galley sheets are used by
soldiers sailors doctors printers
9. Spare is a term used in
bowling football tennis hockey
10. In parliamentary law, the number of times a main motion can be amended is
none one two unlimited
11. Cerise is a
color drink fabric food
12. The author of "Huckleberry Finn" is
Poe Stevenson Mark Twain Kipling
13. An air-cooled engine is used in the
Buick Packard Franklin Ford
14. Newton was most famous in
science politics literature war

15. Manufacturing of textiles is a leading industry in
Indianapolis Ithaca Detroit Philadelphia
16. Marginal utility varies inversely with
consumption exports rent travel
17. In cost accounting, direct labor plus direct material gives
shop cost prime cost manufacturing cost selling price
18. Stocks and bonds are sometimes offered as
collateral receipts mortgage taxes
19. Blackstone is most famous in
law literature war science
20. The ohm is used in measuring
rainfall wind power electricity water power
21. A five-sided figure is called a
scholium pentagon parallelogram trapezium
22. Rubber is commonly obtained from
mines ocean trees manufacturing
23. A loom is a machine used in
carding slashing weaving spinning
24. The gas-mixing device in a gas engine is called a
distributor carburetor manifold transmission
25. The piccolo is used in
music stenography bookbinding lithography
26. Every successful business is
insured solvent incorporated bonded
27. A dibble is used in
boating hunting athletics farming
28. The Merino is a kind of
horse sheep goat cow
29. The fiscal year of the government ends
December 31 April 30 June 30 September 30
30. The larynx is in the
head neck abdomen shoulder
31. The power to set Federal Reserve Bank discount rates is vested in
**President of the U. S. Treasurer of the U. S. Federal Reserve Board
The Regional Banks**

32. The financial system of the United States was worked out by
Franklin Washington Hamilton Morris
33. The state producing the most petroleum is
Pennsylvania Kentucky Oklahoma Indiana
34. Rockefeller's chief success was made in
tobacco oil cotton automobiles

You are now ready to score your results.

Turn to Section 2, *Key for Scoring Business Personality Tests*, and follow the directions carefully.

Be sure not to make any changes in your work on any test after finishing it according to the directions given. *Be fair with yourself.*

BUSINESS PERSONALITY AND ITS DEVELOPMENT

PERSONALITY AND BUSINESS ABILITY ANALYSIS

SECTION TWO KEY FOR SCORING BUSINESS PERSONALITY TESTS



**Do not break the seal to this
Key until you have completed
all of Section One**

KEY FOR SCORING BUSINESS PERSONALITY TESTS

FOREWORD

Before starting to score your results in the tests which you have just completed, you should first understand what a test is. A test is not merely an exercise or a problem *per se*, but a task which is used as an instrument to measure a particular trait or ability. When a standardized task is performed according to specific directions, it furnishes a "sampling" of the trait or ability, but is not in itself a complete measure of it. In this manner, an expression of the basic factors involved in a particular trait is obtained, and from this "sampling" the extent to which the trait is possessed is predicted or estimated.

This principle of sampling is back of all scientific tests, whether it be in testing steel, in testing chemicals, or in testing human qualities. In each case it is necessary first, to determine what is to be tested and establish standards of measurement; then, take samplings and measure them according to these standards; and finally, on the basis of what the samplings show, estimate the whole. This is the principle on which the tests you have just taken have been built up.

In the Business Personality Tests, all five of the factors in human ability—physique, mental alertness, skill, aptitudes, and temperament—are considered and tested in terms of the 12 traits. Some of these traits lend themselves to specific tasks with time limits. For others the question tests have been the best measures.

Your results on these self-measurement tests now can be translated into an objective measure of your standing on the twelve essential traits of business personality. If you have followed the directions carefully and have been honest with yourself in taking the tests, the results will show you your strong and weak points in a light in which you have never seen them before.

Score the tests accurately and conscientiously, and chart your results according to the directions.

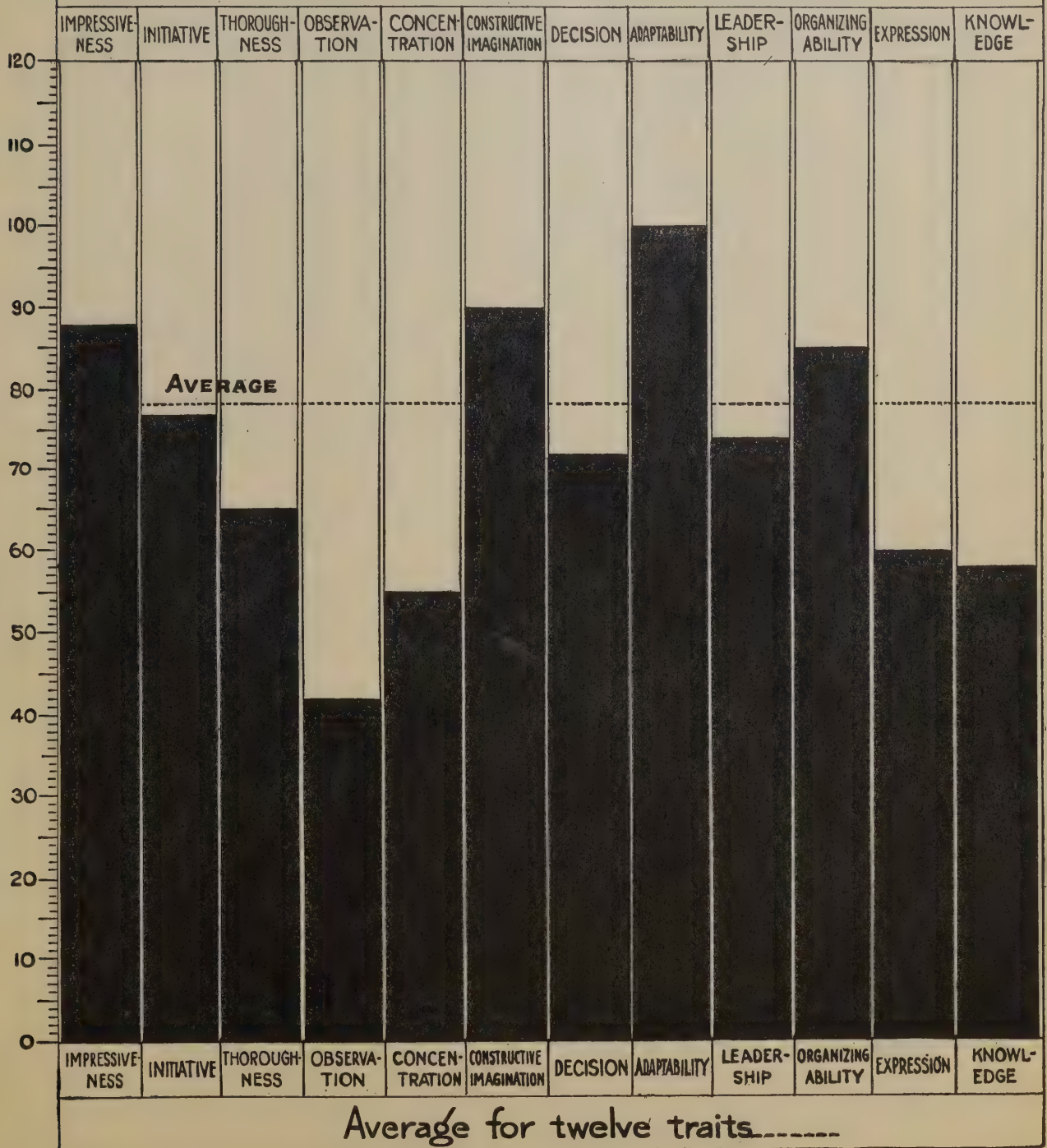
HOW TO SCORE YOUR RESULTS IN THE TESTS

The total possible score for each one of the 12 tests is 120 points. That is, if you have made a perfect score on each trait you will receive 120 points for Impressiveness, 120 points for Initiative, 120 for Thoroughness, and so forth. It is not expected, however, that you will make a perfect score in all the traits. In fact, probably no one will make 120 points on any of the 12 traits. 78 points is the average on each trait; and it would be an exceptional man who would not fall below the average on one or more of the tests. The scoring is really on the basis of your variation from the average, rather than on the basis of a perfect score of 120 points.

The specimen chart on the following page indicates the method of recording your results, a blank self-rating chart being provided on page 72.

SELF - RATING CHART

Personal Record of _____



I. IMPRESSIVENESS

Total possible points, 120

This test furnishes you a basis for checking yourself on the chief qualities which make for impressiveness, namely: health and energy, personal appearance, manner, and presence. If you have answered the questions conscientiously, you now have a fair rating of where you stand on this essential trait.

- There are 30 questions in the test. In your answers,
 - the value of each + in the "Yes" column is 4
 - the value of each ✓ in the middle column is 2½
 - the value of each - in the "No" column is 1

Count the number of plus marks you have given yourself, multiply by 4, and put the result here.....

Count the number of check marks in your answers, multiply by 2½, and put the result here.....

Count the minus marks you have given yourself, these valued at 1 point each, and put the result here.....

Your total score on IMPRESSIVENESS

II. INITIATIVE

Total possible points, 120

The best index to a man's initiative is to be found in the manner in which he has actually brought to bear in his life and his works, originality, determination, enthusiasm, and perseverance. Undirected, impulsive action is not to be confused with directed effort as comprising initiative. An enthusiastic man may have some of the characteristics of initiative without having initiative in the real and complete sense.

- There are 24 questions in this test. In your answers,
 - the value of each + in the "Yes" column is 5
 - the value of each ✓ in the middle column is 3
 - the value of each - in the "No" column is 1

Count the number of plus marks you have given yourself, multiply by 5, and put the result here.....

Count your check marks, multiply the number by 3, and put the result here.....

Count your minus marks, which are valued at 1 point each, and put the number here.....

Your total score on INITIATIVE

III. THOROUGHNESS

Total possible points, 120

Each of the first two parts of this test provides a measure of your ability to pay attention to detail, and accuracy in following specific directions. The third part is a test of the broader aspects of thoroughness which are involved in dependability and responsibility.

PART 1. Possible score, 32 points. All of the 5 numbers called for on each line should be correct. For each correctly filled in line, give yourself 2 points. If one or more of the five figures on a line has been filled in wrong, count the whole line wrong.

Inasmuch as accuracy and attention to details in practical situations almost always involves working against time, now *score yourself off one point for each 1/2 minute which you have taken over 3 minutes* in completing the test. For example, if you completed the test in 4 minutes without any mistakes, your score would be 32 points minus 2 points, or 30 points.

The columns below show the correct numbers for each line.

Samples	{	6	4	1	9	2	0	5	8	0	9
		8	0	5	2	3	8	4	2	3	6
		0	9	6	8	1	6	4	0	1	8
		1	4	5	2	7	4	2	5	7	1
		3	8	5	6	0	4	1	6	9	0
		5	3	2	4	1	2	6	3	5	4
		7	9	8	6	4	9	7	6	3	1
		9	0	4	3	2	7	5	0	4	3
		2	4	7	9	8	5	0	4	3	9

Your score for Part 1 of THOROUGHNESS 30

Part 2. Possible score, 48 points. Below you are given the correct answers to the 14 questions.

Samples	{	1. X - R	8. L	All letters in each answer must be right. If one letter is wrong, or if you have put in your answer more or fewer letters than you should have, count the answer wrong. For each correct answer, beginning with question 3, give yourself 4 points.
		2. J - N - T	9. E - C	
		3. A	10. B - G	
		4. K - S	11. P - D	
		5. I - H	12. M	
		6. O	13. none	
		7. V	14. F	

Your score for Part 2 of THOROUGHNESS

PART 3. Possible score, 40 points. In your answers to the 20 questions of this test,

the value of each + in the "Yes" column is 2

the value of each ✓ in the middle column is 1

the value of each - in the "No" column is ½

Count the number of plus marks you have given yourself, multiply by 2, and put the result here.....

Count your check marks, valued at 1 point each, and put the result here....

Count your minus marks, multiply by ½, and put the result here.....

Your score for Part 3 of THOROUGHNESS

Your total score for THOROUGHNESS

IV. OBSERVATION

Total possible points, 120

In this test your answers are to be verified by the picture about which the 30 questions were asked. The date of the accident, for example, will be found on the daily news bulletin in front of the newspaper office; the time of day will be found on the tower clock in the background to the right; the year you will find on the license plate of the ambulance, and so forth.

For each question which you have answered correctly, credit yourself 4 points.

Your score for OBSERVATION

V. CONCENTRATION

Total possible points, 120

The tasks assigned in this test take “samplings” of the same mental operations involved in concentrating on the performance of any type of work.

PART 1. Possible score, 48 points. In the 10 lines of numbers which you were to mark (3 to 12 inclusive), there are 24 pairs of numbers which should be encircled. The table below shows the pairs for each line. Credit yourself with 2 points for each pair you have marked correctly. If you have circled all 24 correctly, your score will be 48 points.

1.	(8 2)	(6 4)	(9 1)	(2 8)	(7 3)	5
2.	(4 6)	(3 7)	(6 4)	(1 9)		4
3.	(9 1)	(2 8)	(3 7)			3
4.	(6 4)	(8 2)				2
5.	(3 7)	(2 8)				2
6.	(5 5)	(2 8)	(7 3)	(9 1)		4
7.	(2 8)	(3 7)				2
8.	(3 7)					1
9.	(3 7)	(8 2)	(4 6)	(5 5)		4
10.	(8 2)	(3 7)	(4 6)			3
11.	(5 5)	(9 1)				2
12.	(1 9)					1

Score for Part 1 of CONCENTRATION _____

Part 2. Possible score, 72 points. Hidden among the letters in the 10 lines there are 24 words which, taken in their order, form a complete sentence. Below are shown the words which you should have marked in each line. For each word which you marked correctly, credit yourself 3 points.

1. IF YOU

2. DO WELL THE

3. MINOR TASKS

4. WHICH YOU

5. ARE CALLED
6. UPON

7. TO PERFORM YOU

8. WILL HAVE BUT LITTLE

9. DIFFICULTY WITH

10. THE BIGGER ONES

Score for Part 2 of CONCENTRATION _____

Your total score for CONCENTRATION _____

VI. CONSTRUCTIVE IMAGINATION

Total possible points, 120

Imagination is not, as it is commonly regarded, the thinking of something entirely new. It is simply the putting together in new combinations of what we already know. The human mind cannot work otherwise. Constructive imagination, then, means not only thinking of new combinations of old experiences, but also the putting of them together for new purposes. This is what the inventor does, the planner, the real executive, the successful business man, the salesman meeting new objections, and so forth.

PART 1. Possible score, 45 points. Be sure that each word you have put down is a complete word, and that it contains *no letters other than those allowed* in the test, and that you have not used a letter more than once in each word. If you have listed as many as 25 correct words, or more, your score will be 45. If you have less than 25 words in the time allowed, credit yourself with $1\frac{1}{2}$ points for each. Thus, if you made 14 correct words, your score will be 21; if 10 words, your score will be 15, and so forth.

Score for Part 1 of CONSTRUCTIVE IMAGINATION _____

PART 2. Possible score, 75 points. It is not the purpose of either division of this test to weigh the value of any ideas which you may have been able to get down, but rather, to test the facility with which you meet unusual situations and your ability to *think* in terms of your past experience when confronted with entirely new conditions. The score, therefore, is not based on the value, but on the number of your ideas.

In division (a), for each specific suggestion up to 5, which you have gotten down in the time allowed, credit yourself with 5 points, regardless of the merit of the idea. If you have made five or more suggestions, your score for (a) will be 25; if two suggestions, your score will be 10, and so forth.

Score for (a) _____

In division (b), likewise credit yourself with 5 points for each idea up to 10. If you have made 10 suggestions, your score will be 50 points.

Score for (b) _____

Add scores for (a) and (b).

Score for Part 2 of CONSTRUCTIVE IMAGINATION _____

Your total score for CONSTRUCTIVE IMAGINATION _____

VII. DECISION

Total possible points, 120

In the first part of this test, determining the relation of the 12 statements to their corresponding proverbs is a tax upon your quickness of comprehension. Your judgment and your ability to make and stand by decisions are measured by your answers to the questions in Part 2.

PART 1. Possible score, 48 points. Below you is given the correct marking of the statements. You were asked to give to each of 12 statements the number of the proverb to which it corresponds in meaning. Give yourself 4 points for each statement which you have marked correctly.

- | | |
|--|--|
| 1. He counsels best who lives best. | 1 (7) Wisdom is oftentimes nearer when we stoop than when we soar. |
| | 2 (2) Profit by the folly of others. |
| 2. He is truly wise who gains wisdom from another's mishaps. | 2 (3) It is a long lane that has no turning. |
| | (1) Practice what you preach. |
| 3. Every cloud has a silver lining. | 4 (6) They suffer more who fear than they who die. |
| | (5) Jack of all trades is master of none. |
| 4. Any one can hold the helm when the sea is calm. | ✓ (4) Untempted virtue is easily retained. |
| | 7 (5) Concentration of energies gives best results. |
| 5. More is got from one book in which the thought settles than from libraries skimmed over by a wandering eye. | 8 (3) It is an ill wind that blows nobody good. |
| | 9 (2) Learn to see in another's calamity the ills you should avoid. |
| 6. Cowards die many times before their death. | (1) A good example is the best sermon. |
| | 10 (4) An unassaulted castle is easily held. |
| | 11 (7) The doorstep to the temple of wisdom is a knowledge of our own ignorance. |
| 7. As for me, all I know is that I know nothing. | 17 (6) The valiant never taste of death but once. |

Score for Part 1 of DECISION _____

PART 2. Possible score, 72 points. In your answers to the 18 questions of this test,

- the value of each + in the "Yes" column is 4
- the value of each ✓ in the middle column is $2\frac{1}{2}$
- the value of each - in the "No" column is 1

Count the number of plus marks you have given yourself, multiply by 4, and put the result here..... _____

Count your check marks, multiply the number by $2\frac{1}{2}$, and put results here _____

Count your minus marks, each valued at 1 point, and put the number here _____

Your score for Part 2 of DECISION _____

Total score for DECISION _____

VIII. ADAPTABILITY

Total possible points, 120

Mental flexibility is the basis for adaptability in dealing with people as well as with tasks.

PART 1. Possible score, 48 points. In this test you have been given three kinds of tasks to perform within a limited time. Have you been able to shift your attention easily from one task to the next without loss of time and without sacrificing accuracy to haste? Compare your answers with the correct answers below.

In section A, the following words should be underlined:

- (a) *horse* *wagon*
- (b) *lamb* *sheep*
- (c) *gate* *yard*
- (d) *statue* *sculptor*

If you have marked the wrong words or underlined more than the words called for in a line, count that line wrong. Each correct line counts 2 points.

Your score for Section A _____

In section B, the following numbers should be filled in:

- (a) 2 1
- (b) 29 33
- (c) 4 1
- (d) 14 16
- (e) $\frac{1}{9}$ $\frac{1}{27}$

If you have missed either one or both of the numbers that should come next in a series, count your answer wrong for that series. For each of the five series which you have properly completed, credit yourself 3 points.

Your score for Section B _____

In section C, the completed sentences could read as follows, though any perfect completion, made by filling in only one word to each blank space, is to be counted as correct.

- (a) The man *fell into* the river *and* was drowned.
- (b) It is very *difficult* to become *quickly* acquainted *with* persons who *are* timid.
- (c) A reasonable *amount* of sleep and rest is *necessary* in order to *maintain* a high *degree* of efficiency.
- (d) *Few* things are *more* satisfactory to most *men* than the feeling of accomplishment.
- (e) One's *words* do *not* always express his thoughts.

For each of the five sentences which you properly completed, credit yourself with 5 points.

Your score for Section C_____

Add your scores on A, B, and C.

Your score on Part 1 of ADAPTABILITY _____

PART 2. Possible score, 72 points. In your answers to the 18 questions of this test,

- the value of each + in the "Yes" column is 4
- the value of each ✓ in the middle column is 2½
- the value of each — in the "No" column is 1

Multiply the number of plus marks by 4 and put result here..... _____

Multiply the number of your check marks by 2½, and put result here... _____

Count the number of your minus marks, valued at 1 point each..... _____

Your score on Part 2 of ADAPTABILITY _____

Total score for ADAPTABILITY _____

IX. LEADERSHIP

Total possible points, 120

Leadership is essential to success in any activity where people are involved, whether singly or in groups. A high degree of personal leadership is required in salesmanship and in the practice of any profession, as well as in those positions more commonly thought of as positions of leadership.

- In your answers to the 40 questions of this test,
- the value of each + in the "Yes" column is 3
 - the value of each ✓ in the middle column is 2
 - the value of each — in the "No" column is 1

Multiply the number of your plus marks by 3 and put result here..... _____

Multiply the number of check marks by 2 and put result here..... _____

Count the minus marks, credit 1 point each, and put result here..... _____

Total score for LEADERSHIP _____

X. ORGANIZING ABILITY

Total possible points, 120

Organizing ability depends upon the mental capacity for analyzing and weighing the elements of problems and situations, involving the holding in mind of several things at one time. The tasks set in Parts 1 and 2 of this test are designed to measure this capacity.

PART 1. Possible score, 60 points. The figure on page 68 shows by means of dotted lines the manner in which the small pieces may be fitted together to cover the large figure in each of the 12 spaces.

Of the 10 figures which you were to mark, credit yourself 6 points for each one which you have marked correctly.

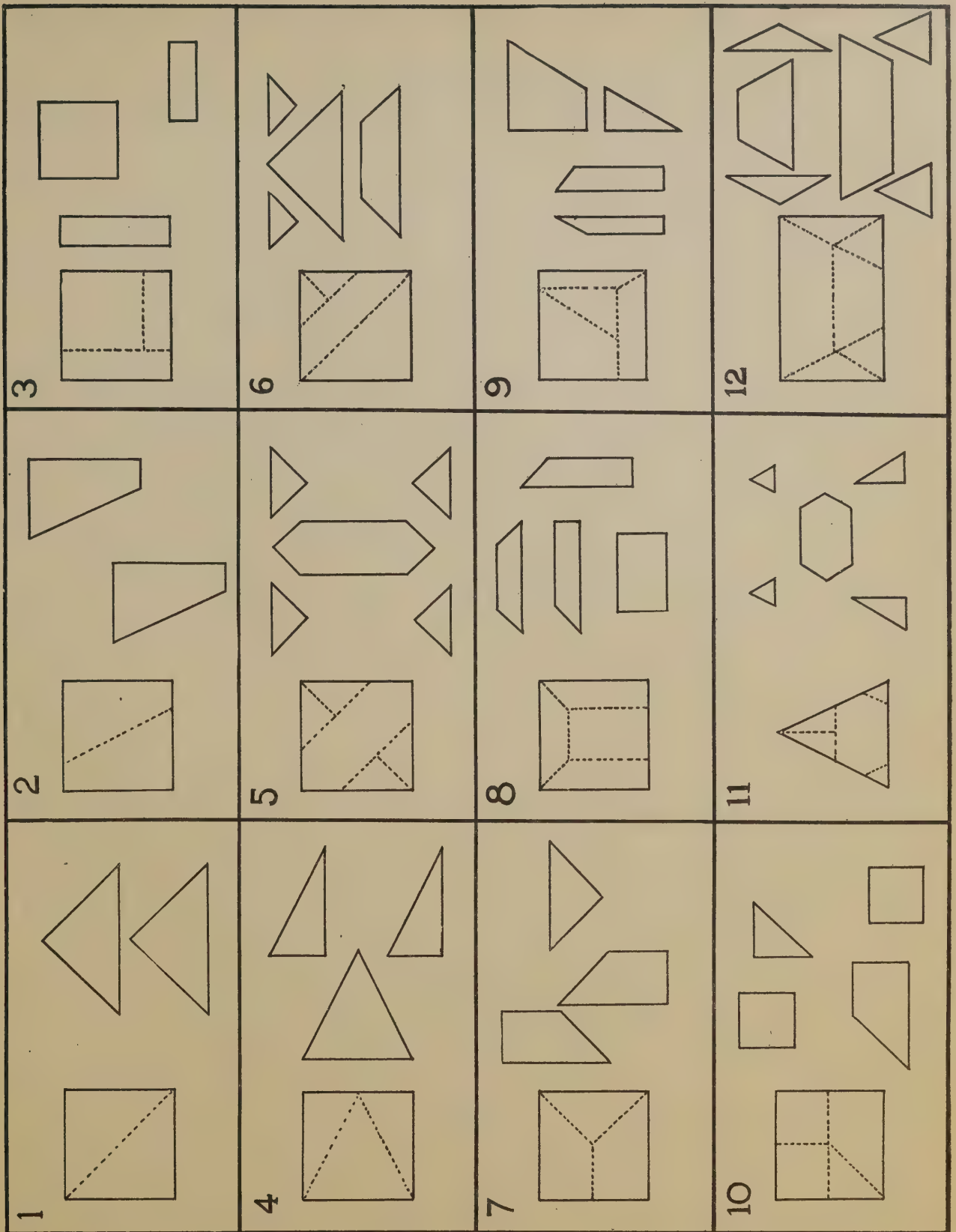
Score for Part 1 of ORGANIZING ABILITY _____

PART 2. Possible score, 60 points. Below are the order entries properly classified. Beginning with No. 3, for each entry which you have marked correctly, credit yourself 3 points.

NO.	AMOUNT OF ORDER	CREDIT RATING OF CONSIGNEE	TERMS	CONDITIONS OF SALE	DATE WANTED	CLASS
1	\$ 540	Good	2% 10 net 30	30-Day Appr.	Jan. 15	... A
2	685	Fair	5% Cash with Order	Consignment	May 1	... C
3	750	Good	5% Cash with Order	30-Day Appr.	Feb. 1	... A
4	500	Fair	C. O. D.	Regular	June 15	... B
5	500	Fair	C. O. D.	Consignment	Mar. 10	... C
6	850	Good	2% 10 net 30	Consignment	Apr. 1	... C
7	450	Fair	C. O. D.	30-Day Appr.	Apr. 10	... B
8	975	Good	C. O. D.	30-Day Appr.	Mar. 31	... A
9	1,000	Good	2% 10 net 30	30-Day Appr.	Jan. 15	... A
10	480	Fair	C. O. D.	Regular	Mar. 30	... B
11	500	Poor	C. O. D.	Regular	Apr. 1	... C
12	1,000	Good	2% 10 net 30	Consignment	Apr. 30	... C
13	385	Fair	C. O. D.	30-Day Appr.	June 1	... B
14	585	Poor	5% Cash with Order	Consignment	Apr. 15	... C
15	950	Good	C. O. D.	Consignment	Mar. 10	... C
16	500	Good	C. O. D.	30-Day Appr.	Mar. 15	... A
17	1,400	Good	C. O. D.	Consignment	Mar. 1	... C
18	800	Fair	5% Cash with Order	Consignment	Apr. 20	... C
19	500	Fair	C. O. D.	Regular	May 15	... B
20	835	Good	2% 10 net 30	30-Day Appr.	Apr. 1	... A
21	350	Poor	C. O. D.	Regular	Mar. 15	... B
22	985	Good	2% 10 net 30	Consignment	May 1	... C

Score for Part 2 of ORGANIZING ABILITY _____

Total score for ORGANIZING ABILITY _____



XI. EXPRESSION

Total possible points, 120

PART 1. Possible score, 60 points. The table below shows the mark which should be in the () preceding each of the 32 pairs of words. Beginning with number 3, you were to mark 30 pairs. Give yourself 2 points for each which you marked correctly.

(-)	1.	(-)	17.
(+)	2.	(-)	18.
(+)	3.	(-)	19.
(-)	4.	(+)	20.
(+)	5.	(+)	21.
(-)	6.	(+)	22.
(-)	7.	(+)	23.
(-)	8.	(+)	24.
(+)	9.	(-)	25.
(-)	10.	(-)	26.
(-)	11.	(-)	27.
(+)	12.	(-)	28.
(+)	13.	(-)	29.
(+)	14.	(-)	30.
(-)	15.	(-)	31.
(+)	16.	(+)	32.

Your score for Part 1 of EXPRESSION _____

PART 2. Possible score, 60 points. In your answers to the 20 questions of this test,

- the value of each + in the “Yes” column is 3
- the value of each ✓ in the middle column is 2
- the value of each - in the “No” column is 1

Count your plus marks, multiply by 3, and put result here.

Count the check marks, multiply by 2, and put result here.

Count the minuses, which count 1 each, and put result here.

Your score for Part 2 of EXPRESSION _____

Total score for EXPRESSION _____

XII. KNOWLEDGE

Total possible points, 120

PART 1. Possible score, 72 points. The table below shows the proper marking of the statements. Check your marking by this, and credit yourself 2 points each for those statements which you marked correctly.

(+)	3.	(-)	15.	(-)	27.
(-)	4.	(-)	16.	(-)	28.
(+)	5.	(+)	17.	(+)	29.
(-)	6.	(+)	18.	(-)	30.
(+)	7.	(-)	19.	(+)	31.
(+)	8.	(-)	20.	(-)	32.
(-)	9.	(+)	21.	(+)	33.
(-)	10.	(-)	22.	(+)	34.
(+)	11.	(-)	23.	(-)	35.
(+)	12.	(+)	24.	(+)	36.
(-)	13.	(-)	25.	(-)	37.
(+)	14.	(+)	26.	(-)	38.

Your score for Part 1 of KNOWLEDGE _____

PART 2. Possible score, 48 points. The words which you should have underlined in this test are given in the list below. For each sentence which you completed correctly, credit yourself $1\frac{1}{2}$ points.

3. comic artist	19. law
4. fowl	20. electricity
5. law	21. pentagon
6. India	22. trees
7. oysters	23. weaving
8. printers	24. carburetor
9. bowling	25. music
10. unlimited	26. solvent
11. color	27. farming
12. Mark Twain	28. sheep
13. Franklin	29. June 30
14. science	30. neck
15. Philadelphia	31. Regional Banks
16. consumption	32. Hamilton
17. prime cost	33. Oklahoma
18. collateral	34. oil

Your score for Part 2 of KNOWLEDGE _____

Total score for KNOWLEDGE _____

HOW TO CHART YOURSELF

The ratings you have assigned yourself in each of the 12 traits may now be summarized in the form of a graphic chart. The chart on the following page is for this purpose. You will note that the 12 vertical columns correspond to the 12 traits, and the graduated scale on the left, to the number of possible points (0 to 120) in each test.

The dotted line across the chart at 78 indicates the average score. No man is expected to make a perfect score in any of the tests. The tests are so constructed that only the exceptional man will approach 120 in any trait. The scoring, therefore, is in reality on the basis of the average (78 points), rather than 120 points, and the interpretation of your results should be made in the light of your variation from the average.

Suppose your rating on IMPRESSIVENESS is 88 points. Draw a line at 88 across the column marked Impressiveness. Suppose your rating on INITIATIVE is 77 points. Draw a line at 77 across the column marked Initiative. Mark each of the other traits in their respective columns in the same way. Then, when each column has been marked, take a pen or pencil and black in each column below the line, as shown in the sample chart on page 57.

You now have a graphic picture of where you stand in each of the traits, and can readily see where you are above and where you are below average.

**As soon as you have finished your chart
turn to**

SECTION THREE Analysis of Interests and Business Aptitudes

SELF - RATING CHART

Personal Record of _____

	IMPRESSIVE- NESS	INITIATIVE	THOROUGH- NESS	OBSERVA- TION	CONCEN- TRATION	CONSTRUCTIVE IMAGINATION	DECISION	ADAPTABILITY	LEADER- SHIP	ORGANIZING ABILITY	EXPRESSION	KNOWL- EDGE
120												
110												
100												
90												
80												
70												
60												
50												
40												
30												
20												
10												
0												
	IMPRESSIVE- NESS	INITIATIVE	THOROUGH- NESS	OBSERVA- TION	CONCEN- TRATION	CONSTRUCTIVE IMAGINATION	DECISION	ADAPTABILITY	LEADER- SHIP	ORGANIZING ABILITY	EXPRESSION	KNOWL- EDGE
Average for twelve traits -----												

BUSINESS PERSONALITY AND ITS DEVELOPMENT

**PERSONALITY
AND
BUSINESS ABILITY
ANALYSIS**

SECTION THREE

**ANALYSIS
OF INTERESTS AND
BUSINESS APTITUDES**

*To be filled in
after completing
Sections
One and Two*

READ THE FOREWORD FIRST

ANALYSIS OF INTERESTS AND BUSINESS APTITUDES

FOREWORD

Now that you have an objective measure of your standing on each of the 12 traits of personality and business ability, the next step is to spread out and analyze pertinent information relating to your interests and business aptitudes in such a way that it can be used in the further interpretation of your test results, with a view to determining your type of business personality.

This section of *Personality and Business Ability Analysis* brings to the fore for you significant facts which should be considered in crystallizing your vocational aim and formulating a program for your personal progress. It should help you in organizing and directing your efforts more intelligently. It should also serve as a basis for assistance from competent advisers.

In ascertaining the types of business personality, inasmuch as each phase of business in its performance requires certain combinations and degrees of human qualities, it is logical to assume that these types will closely correspond to the major activities of business itself. And this is exactly what is found.

Business activities are grouped in a fivefold classification:

Production, Selling, Accounting, Finance, and Administration.

A factor in these divisions of business having been made as they are, is undoubtedly the fact that variations of human abilities have expressed themselves as they have. Human nature has been in the making longer than has business. The divisions have been a natural outgrowth.

Closely corresponding to these activities of business, then, we define the five types of business personality: MECHANICAL TYPE, PERSUASIVE TYPE, ANALYTICAL TYPE, CONSERVATIVE TYPE, and MANAGERIAL or EXECUTIVE TYPE.

MECHANICAL TYPE. This type of business personality is found in the successful production man, the manufacturer, the engineer, and so forth. This type of man is motor-minded. He likes to deal with concrete things rather than with abstract ideas. He likes to work with machinery and construct mechanical things.

PERSUASIVE TYPE. This is the type of man who likes to deal with people. He is a good mixer. He is able to persuade others to do what he wants them to do. The persuasive type is represented by the salesman, the sales manager, the promoter, and so forth.

ANALYTICAL TYPE. The analytical type, rather than dealing with things or people, is interested primarily in detailed facts and figures. In this group we find accountants, tellers, bookkeepers, certain types of clerks, research men, scientists, and so forth.

CONSERVATIVE TYPE. This type of man is concerned with dealing in money and resources. Here we find the financial man; the man slow to make changes until clearly shown that the change can be made with profit; the man who conserves resources of whatever sort until the most opportune moment in the future.

MANAGERIAL OR EXECUTIVE TYPE. This is the rarest type of all. It is usually found in combination with one of the other four types, and represents, therefore, the development of leadership qualities rather than a distinct type in itself. Unless leadership is developed to some extent in addition to ability along the line of one or more of the first four types, a man will never be more than a mere technician. The managerial type deals with results, plans, policies. In this group are found executives, managers, and so forth. These men have plans and are able to coordinate various activities and direct the work of other men. It is very rare to find a man in whom managerial ability is combined with the ability to see clearly equal value in all business activities—that is, the mechanical-manager type tends to put the emphasis on production, the persuasive-manager type emphasizes schemes for selling, and so on. Hence, in practically every business organization it is necessary, for the sake of efficiency, to study the types of men in control, so that the different men from the various departments may be brought to supplement each other, thereby maintaining balance. The recognition of these types is a requisite to good organization.

In our own personal development, the natural line for each of us to follow is to determine which one or which combination of the first four types of personality is dominant, and proceed to apply ourselves and reach the highest level in the field requiring this type of ability.

IMPORTANT



*On the following pages, give all
of the information called for.*

Leave no part unanswered.

*All of the information
is significant.*



In the self-rating chart below, fill in an exact duplicate of your standing on the 12 essential traits.

SELF - RATING CHART												
Personal Record of _____												
	IMPRESSIVE- NESS	INITIATIVE	THOROUGH- NESS	OBSERVA- TION	CONCEN- TRATION	CONSTRUCTIVE IMAGINATION	DECISION	ADAPTABILITY	LEADER- SHIP	ORGANIZING ABILITY	EXPRESSION	KNOWL- EDGE
120												
110												
100												
90												
80												
70												
60												
50												
40												
30												
20												
10												
0												
Average for twelve traits -----												

I. GENERAL INFORMATION

- 1. Age.....2. Lineage or birth.....
(American, French, Irish, etc.)
- 3. Single?.....Married?.....
- 4. Are you self-supporting?.....
- 5. Number of dependents.....
(Children) (Adults)
- 6. Is your health good? (That is, are you free from chronic ailments, such as tuberculosis, acute indigestion, heart attacks, and so forth, which might be considered vocational handicaps?).....
- 7. Have you any handicaps, such as speech defect, deformity, lameness, deafness, and so forth?.....
- 8. As a boy, were you considered handy with tools?.....
- 9. Did you “tinker” and construct mechanical things chiefly because you enjoyed itOr just because you wanted the things themselves?.....
- 10. Did you ever design a mechanical toy or apparatus?.....
- 11. As a boy did you earn your own spending money?.....How?.....
- 12. How old were you when you first began earning your spending money?.....
- 13. Did you systematically save any part of your earnings?.....Or did you spend it all as it came?.....
- 14. As a boy did you “bargain,” “swap,” “trade” much with others?.....
- 15. Did you usually get the best end of a trade?.....
- 16. What type of play did you enjoy most?.....
- 17. Did you like better to work by yourself, or with others?.....
- 18. How did you spend your school vacations up to the time of your first regular job?.....
- 19. How old were you when you first became self-supporting?.....
- 20. Do you think that you could now find out what was wrong with a watch that did not run?.....an electric motor?.....an automobile?.....
a gasoline motor?.....a radio?.....
- 21. Are you now providing for the future, by means of insurance?.....
savings?.....investments in real estate?.....stocks and bonds?....

II. TRAINING

Schooling	Draw circle around last year completed	Name of School	Subjects of specialization	Did you graduate?	Year
Grammar School	5 6 7 8 9				
High or Preparatory School	1 2 3 4				
College or Technical School	1 2 3 4 Graduate Work				
Special Study	How long in course				
Correspondence Courses					
Business College or Trade School					
Night School					

Honors received while you were in school.....

.....

Did you give much time to outside activities—athletics?.....sports?.....

dramatics?.....debating team?.....school publications?.....

Did you earn money for your expenses while in school—All?.....Part?.....

How?.....

TRAINING (*Continued*)

What was your attitude toward the following subjects when in school? Put a + in the () before those subjects which you liked. Put a - in the () before those which you disliked. Draw a line through those subjects with which you are not familiar.

(If there are subjects in the list in which you have not had specific school training, but of which you have gained a knowledge through reading or experience, your marking of those subjects should show your general attitude toward them.)

- | | |
|-------------------------|--------------------------|
| () Arithmetic | (+) History |
| () Algebra | () Bookkeeping |
| () Geometry | () Commercial Law |
| () Trigonometry | () Commercial Geography |
| () Calculus | () Salesmanship |
| () Chemistry | () Shorthand |
| () Shop Work | () Spelling |
| () Modern Languages | () Typewriting |
| () Penmanship | () Filing |
| () Economics | () Physics |
| () Sociology | () Manual Training |
| () Music | () Ancient Languages |
| () Physiology | () Civics |
| () Mechanical Drawing | () Public Speaking |
| () English Composition | () Zoology |

Since leaving school, what have you done in the way of special study, organized reading, travel, and so forth, for the definite purpose of further improving yourself? _____

III. EXPERIENCE

In the space below list separately all of the different positions you have held, including your first regular job. If you have been a clerk and later a salesman for the same concern, list each one separately. Begin with your present position, if now employed, or, if not, with your last position, and work backward. In positions where you were responsible for the efforts of others, indicate the number—men and women.

Position held	Employer (Company or Organization)	How long in position?		Nature of work. Just what did you do?	Salary, wages, or income	Did you like, or dislike, the work?	Reasons for like or dislike	Reason for leaving
		Years	Months					

Are you now employed?..... If not, state briefly what you expect to accomplish as a result of leaving your last position.....

Is your present choice of work due to the advice of a friend (), relative (), vocational adviser (), teacher (), schoolmate (), acquaintance (), some one in same line of work (), to reading (), to consideration of your own abilities ()?

IV. VOCATIONAL TENDENCIES

In considering the list of occupations below, disregard any salary or social differences or any possible family objections; consider only your interest and satisfaction in doing each of the kinds of work listed. You are not asked whether you would like to take up the occupation permanently; you are merely asked if you would enjoy that kind of work. Assume that you have the ability necessary for each of the occupations.

After each occupation, put a + in the plus column if you would like doing that kind of work; put a - in the minus column if you would dislike doing that kind of work; and put a ✓ in the middle column if you have no decided feelings toward or know nothing about that kind of work.

	+	✓	-		+	✓	-
Actor.....				Contractor.....			
Advertising Writer.....				Consul.....			
Analytical Chemist.....				Comptroller.....			
Architect.....				Correspondent.....			
Artist.....				Cost Accountant.....			
Auctioneer.....				Court Reporter.....			
Auditor.....				Credit Manager.....			
Automobile Salesman.....				Dentist.....			
Auto Repairman.....				Doctor.....			
Aviator.....				Draftsman.....			
Baker.....				Editor.....			
Band Master.....				Educational Administrator.....			
Banker.....				Electrical Engineer.....			
Baseball Player.....				Executive Secretary.....			
Blacksmith.....				Explorer.....			
Bookkeeper.....				Factory Manager.....			
Cabinet-maker.....				Farmer.....			
Carpenter.....				Financier.....			
Cartoonist.....				Fireman.....			
Cashier.....				Fisherman.....			
Certified Pub. Accountant.....				Forest Ranger.....			
Chauffeur.....				Hotel Keeper.....			
Chemist.....				Industrial Engineer.....			
Circus Man.....				Interpreter.....			
Civil Engineer.....				Jobber.....			

VOCATIONAL TENDENCIES (Continued)

	+	✓	-
Journalist.....			
Judge.....			
Landscape Architect.....			
Lawyer.....			
Labor Arbitrator.....			
Life Insurance Salesman.....			
Lighthouse Tender.....			
Locomotive Engineer.....			
Machinist.....			
Mariner.....			
Mathematician.....			
Mayor.....			
Mechanical Engineer.....			
Member of Congress.....			
Merchant.....			
Motorman.....			
Musician.....			
Newspaper Reporter.....			
Novelist.....			
Nurseryman.....			
Office Manager.....			
Orchestra Conductor.....			
Personnel Director.....			
Pharmacist.....			
Photographer.....			
Physicist.....			
Poet.....			
Politician.....			
Preacher.....			

	+	✓	-
Private Secretary.....			
Promoter.....			
Public Lecturer.....			
Publisher.....			
Purchasing Agent.....			
Railway Conductor.....			
Rancher.....			
Real Estate Salesman.....			
Research Manager.....			
Retail Salesman.....			
Secret Service Man.....			
Ship Officer.....			
Shop Foreman.....			
Singer.....			
Social Worker.....			
Specialty Salesman.....			
Stenographer.....			
Stock-Broker.....			
Street-Car Conductor.....			
Structural Engineer.....			
Surgeon.....			
Surveyor.....			
Teacher.....			
Telegrapher.....			
Traffic Man.....			
Train Master.....			
Toolmaker.....			
Traveling Salesman.....			
Watchmaker.....			

V. AVOCATIONAL INTERESTS

- 1. What do you work at, other than your regular work?.....
- 2. What are your special hobbies?.....
- 3. In what games or forms of recreation do you actively participate?.....
(Include indoor games, such as chess, checkers, and so forth, in addition to outdoor games.).....
- 4. What technical or business magazines do you read regularly?.....
.....
- 5. Name the social clubs, fraternities, and business organizations to which you belong.
.....
- 6. What offices have you held in these organizations?.....
.....

VI. INTERESTS OF RELATIVES

- 1. What is or was the occupation of your father?.....
- 2. What was the occupation of your father's father?.....
Your mother's father?.....
- 3. Occupations of your brothers, if you have any?.....
.....
- 4. What is your attitude toward your father's line of work?.....
.....
- 5. What is the attitude of your family toward your chosen occupation?.....
.....

VII. OCCUPATIONAL CHOICES

Name in the order of importance the three positions which would be most appealing to you now, and which you feel that you could fill.

- 1.
 - 2.
 - 3.
- What do you consider the most responsible position you have ever held?.....
.....
- In all your experience, what particular work have you liked best?.....
.....

VIII. ULTIMATE GOAL

1. Every man should have a definite objective in life. Describe in not more than 100 words the goal toward which you are working and which you expect to attain by the time you are 50 years old. Be specific.

2. Do you consider the various steps of your experience as progressive steps toward your goal? _____
3. What has stood most in the way of your accomplishing your vocational aim thus far?

List below any other information which you feel would be pertinent.

PERSONALITY AND BUSINESS ABILITY ANALYSIS

SUMMARY

THE PLACE OF A PROGRAM IN THE DEVELOPMENT OF BUSINESS PERSONALITY

A complete program for personal development should include a vocational aim and a definite plan for attaining it.

In the light of the findings which *Personality and Business Ability Analysis* has revealed to you, you are now ready to consider the steps which the furthering of your aim and program should include:

First, *An investigation of possible occupations or fields of activity*. This step will necessitate a first-hand study on your part of the various fields, or the obtaining of this information from competent sources. Written material is as yet scarce in most of the fields.* As job analyses and job specifications become more general and employers become better acquainted with their needs, the obtaining of such information will be greatly simplified. At present, a first-hand study is advisable. If you are fortunate enough to be already settled in your field, further investigation of its opportunities and possibilities will be advantageous.

*A bibliography on vocational information will be given in Volume II of *Business Personality and Its Development*. Inasmuch, however, as valuable material is being constantly added to the field of occupational descriptions, both through studies made by business and by colleges, current developments should be followed closely. The Personnel Research Federation, Inc., Dr. W. V. Bingham, Director, 40 West Fortieth Street, New York, provides a clearing-house for such information.

The Bureau of Vocational Guidance, Graduate School of Education, Harvard University, John M. Brewer, Director, has published much valuable material, among which is *A Guide to the Study of Occupations*, by Frederick J. Allen. The Bureau of Vocational Information, New York City, has issued publications on occupations for women.

The School of Commerce, New York University, and practically all of the other leading colleges and universities have recognized the need, and are making studies in connection with their curricula and extra-curricula activities, and within the next few years material in a much more organized, definite, and usable form may be expected.

In any event, the following points in regard to each of the different occupations or fields of activity being studied should be considered:

1. The phases of the particular occupation.
2. Which are the "productive" phases and which are the secondary or "overhead" phases?
3. Comparison with other occupations.
4. General trend of the occupation.
5. Is it oversupplied or undersupplied with personnel?
6. Does its personnel need improvement as to quality?
7. Just what are the duties involved in the occupation?
8. What are the environmental conditions—social, physical, and so forth?
9. The disadvantages as well as the advantages.
10. At what points may the occupation be entered best and what initial remuneration may be expected?
11. What are the possible and probable lines of promotion?
12. What are the average financial opportunities?
13. What compensations are offered other than financial?
14. What are the opportunities for public service?

Second, *A study of the human requirements for performance in the different occupations or fields of activity.* This study of human requirements must be translated into terms of the five major factors in ability:

PHYSIQUE—Health, strength, energy, endurance, and so forth.

MENTAL ALERTNESS—Native intelligence, quickness of thinking.

SKILL—Education, training, knowledge, and all other mental and physical coordinations resulting from training or experience of any sort.

APTITUDES—Inborn tendencies, natural inclinations.

TEMPERAMENT—Emotional make-up, attitude.

Account must be taken of the maximum and minimum of each factor required for successful performance. None of these factors should be overlooked. A certain amount of each is necessary in every type of work, from the simplest to the most complex—from digging ditches to being head of a large corporation—the weighting varying according to the requirements.

Third, *The matching of yourself—your abilities and capacities both latent and expressed—against the human requirements for successful performance, so as to select the field of activity which will give you your best outlet.*

The activities of the field having been reduced to the human requirements in terms of the five factors in human ability, and you having studied your own abilities in terms of the same factors, you have a *common denominator* upon which to judge your fitness for the particular work. In making this judgment, the chart on page 12 will be helpful.

It is only when one is working at tasks or in fields to which he is best adapted by native and acquired equipment, and which utilize all his best abilities, that greatest success is possible. Finding the right type of work is much more important than concern about the particular job at any one moment. Almost without exception, in the continuous adjustment necessary in the attainment of a goal, many jobs must be performed which are not in direct line with the individual's particular abilities; and oftentimes disagreeable jobs. Expediency often makes it necessary to take almost any available job. However, once within the proper field, the adjustment and readjustment can be given proper direction and experience will thereby accumulate advantageously. It is a much more serious matter to be misplaced as to type of work or field of activity than to be temporarily misplaced as to particular job.

Fourth, *Starting with where you are, the mapping out of a definite schedule for developing your personal qualities, so as to assure yourself a reasonable chance of success in the field selected.* The twelve essential traits of personality and business ability tested in *Business Personality Tests* will form a tangible and concrete basis.

Finding the right type of work is important; but the perfecting of performance through the continuous organization, direction and control of the essential factors of personality is of paramount importance.

Whether from the standpoint of the individual, or of the individual as a unit in an organization, the problem is to get as nearly as possible into the right type of work, and then develop to the fullest capacity.

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